Montgomery County: 2015 Internal Customer Satisfaction Survey

February 3, 2016

Meeting Agenda

- Welcome and Introductions
- Meeting Goals
- Follow-up Items from 2014 Survey
- Survey Methodology & Survey Questions
- Summary of Findings
- Overview of Scores
- Satisfaction Scores by Department
  - County Attorney; Finance; General Services; Procurement; Human Resources; Management and Budget; Public Information; Technology Services
- Quantitative Data Analysis by Question
  - Quality of Service; Level of Effort; Success Rate; Communication; Responsiveness; Process
- Wrap up
- Appendix: Survey Metadata

Meeting Goals and Desired Outcomes

Meeting Goals

- Compare and analyze the results of the 2015 survey with previous surveys to identify positive and negative trends in customer satisfaction
- Identify specific areas in which internal-facing departments can improve customer service and satisfaction

Desired Outcomes

- Drive continuous improvement using direct feedback from our internal customers

Status of 2014 Internal Survey Follow-Up Items

Individual department actions taken in 2015 and future plans can be found in the "Satisfaction Scores by Dept." section of this report.

- **Provide CountyStat with your customer service improvement actions over the previous year and plans for this year**
  - County Attorney   🟩 Received
  - Finance   🟩 Received
  - Management and Budget   🟩 Received
  - Public Information   🟩 Received
  - Technology Services   🟩 Received
  - Human Resources   🟩 Received
  - General Services   🟩 Received
  - Procurement   🟩 Received

Survey Methodology

- The Executive Office identified **nineteen internal service areas** that focus exclusively or to a large degree on serving County government employees

- The survey asked **6 specific questions** regarding various aspects of service delivery for the internal facing departments with an open ended comment section at the end of the survey. (see slide 7 for all questions)

- The survey was sent to **County managers** via the following e-mail groups:
    - #MCG.Department & Office Directors
    - #MCG.MLS
    - #MCG.Public Safety Managers
    - 12 members of the legislative staff

- The Internal Customer Satisfaction Survey was delivered to 481 members of the County management team. 247 surveys were returned for a **response rate of 51%.**

- A **four-point scale** was used and an optional "not applicable" was included for those who did not have enough experience with a department or issue to answer the question
    - Respondents were also given an opportunity to expand upon their ratings for all 19 service areas in an open response section provided at the end of the survey

Changes to Survey since 2007

- The initial 2007 survey consisted of 12 questions designed to provide ratings in three overarching categories:
  - Overall Satisfaction
  - Department Personnel
  - Department Processes

- In 2009, the survey was adjusted to consist of 13 questions: one of the original questions (originally #8) asked about both Initiative and Innovation, which was split into two questions

- 2013 was the first time the survey requested the respondent's home department or office, allowing for additional analysis and insights

- In 2014, based on feedback from survey recipients, CountyStat examined ways to reduce the size and remove redundant questions from the survey. As part of this analysis, CountyStat removed 7 questions from the survey.

2015 Internal Survey Questions

1. Please check your home Department or Office

Overall ratings

2. Quality of Service: Rate your satisfaction with the overall quality of service received by the following Departments.
3. Level of Effort: Rate the level of effort your Department must invest to successfully utilize the Department's service(s).
4. Success Rate: Rate how often the following Departments successfully meet the needs and requirements of your Department.

Personnel & Process ratings

5. Communication: Rate how often Department staff were able to explain and answer questions to your satisfaction.
6. Responsiveness: Rate how often you were satisfied with the responsiveness of the Department staff.
7. Process: Rate your overall satisfaction with the process(es) the Department uses to address your needs or requirements.

8. Please enter any additional information about your experience with the listed Departments that you think is important. For example, what is the one area in which the Department could change to improve its process(es)? What are they doing well?

Summary of Findings

- **None** of the 19 service areas surveyed saw a **decline** in their average scores between 2014 and 2015

- **11 of the 19** following service areas saw **improved average scores** from 2014. All OHR service areas increased year-over-year.
  - DGS – Capital Development Needs
  - DGS – Print/Mail/Archives
  - Office of Procurement
  - OHR – Benefits
  - OHR – Records Management
  - OHR – EEO & Diversity Management
  - OHR – Labor & Employee Relations
  - OHR – Occupational Medical Services
  - OHR – Recruitment & Selection
  - OHR – Classification & Compensation
  - OHR – Training & Organizational Development

- **460 total comments** across all service areas: 42% (193) positive, 2% (10) were neutral/suggestive, 56% (257) were negative.

2015 Overall Scores for Internal Service Areas

2015 Average = 3.06

Service Area	Score
DGS-Print/Mail/Archives	3.34
County Attorney	3.33
OHR-Training & Org. Dev.	3.25
Finance	3.25
Public Information	3.19
OHR-Records Mgmt.	3.17
OHR-OMS	3.14
Technology Services	3.11
OHR-Labor/Emp. Relations	3.09
OHR-EEO & Diversity Mgmt.	3.08
OHR-Recruitment	3.07
OHR-Benefits	3.06
DGS-Fleet Services	3.00
DGS-Leased Space Needs	2.97
OHR-Class. & Comp.	2.97
DGS-Capital Dev. Needs	2.92
Management & Budget	2.78
Procurement	2.75
DGS-Bldg. Services	2.68

Very dissatisfied (1.0) — Dissatisfied (2.0) — Satisfied (3.0) — Very satisfied (4.0)

Print/Mail/Archives improved its score by 0.2 from 2014 to 2015 to be in a virtual tie with the County Attorney's Office for the highest overall satisfaction rating among the 19 internal service areas surveyed. DGS Building Services remained the lowest score, but did improve by 0.1 from 2014 to 2015.

2012 ICS Survey Scores

All Scores 2012 Survey	County Attorney	Finance	DGS-Bldg Services	DGS-Capital Dev Needs	DGS-Fleet Services	DGS-Leased Space Needs	DGS-Print/Mail/ Archives	DGS-Procurement	Human Resources	Management & Budget	Public Information	Technology Services	Average Rating
Q1: Quality of service	3.38	3.19	2.71	2.94	3.08	3.04	3.13	2.74	2.96	2.97	3.28	3.08	3.04
Q2: Level of effort	3.11	2.92	2.43	2.72	2.94	2.87	3.12	2.27	2.54	2.67	3.33	2.94	2.82
Q3: Success rate	3.30	3.03	2.50	2.60	3.00	3.03	3.11	2.71	2.83	2.87	3.23	2.93	2.93
Q4: Communication	3.32	3.03	2.59	2.78	2.99	2.99	3.09	2.70	2.78	2.90	3.30	2.94	2.95
Q5: Professional knowledge	3.46	3.14	2.71	2.92	3.01	3.04	3.13	2.80	2.82	2.96	3.25	2.99	3.02
Q6: Availability	2.99	2.94	2.61	2.81	3.05	2.94	2.94	2.43	2.48	2.91	3.18	2.94	2.85
Q7: Responsiveness	3.26	3.02	2.55	2.70	3.04	2.96	3.01	2.56	2.71	2.92	3.21	2.94	2.91
Q8: Initiative	3.20	2.86	2.51	2.55	2.84	2.84	2.87	2.53	2.61	2.81	3.19	2.92	2.81
Q9: Process	3.38	3.13	2.73	2.84	3.04	2.99	3.02	2.78	2.86	2.93	3.29	3.08	3.00
Q10: Guidance & Assistance	3.39	3.15	2.81	2.85	2.99	3.03	3.06	2.83	2.87	3.00	3.29	3.07	3.03
Q11: Timeliness	3.22	3.09	2.70	2.85	2.95	2.99	3.04	2.68	2.80	2.98	3.22	3.07	2.97
Q12: Information	3.29	3.18	2.79	2.95	3.02	3.07	3.03	2.83	2.86	2.98	3.28	3.09	3.03
Q13: Innovation	3.10	2.99	2.74	2.85	2.88	2.90	2.95	2.71	2.76	2.87	3.15	2.97	2.91
Overall Average Rating	3.26	3.05	2.64	2.79	3.00	2.98	3.05	2.66	2.76	2.91	3.25	3.00	2.95

2013 ICS Survey Scores (1/2)

All Scores (1/2): 2013 Survey	County Attorney	Finance	DGS-Bldg Services	DGS-Capital Dev Needs	DGS-Fleet Services	DGS-Leased Space Needs	DGS-Print/Mail/ Archives	DGS- Procurement	Human Resources- Benefits	Human Resources- Records Management
Q2: Quality of service	3.47	3.27	2.71	2.79	3.13	3.05	3.22	2.76	3.06	3.12
Q3: Level of effort	3.18	2.98	2.50	2.47	3.00	2.93	3.19	2.31	3.02	3.17
Q4: Success rate	3.31	3.12	2.49	2.56	2.98	2.84	3.16	2.66	2.99	3.06
Q5: Communication	3.35	3.19	2.56	2.72	3.05	2.97	3.16	2.76	2.97	3.07
Q6: Professional knowledge	3.47	3.29	2.75	2.88	3.14	3.02	3.20	2.87	3.03	3.10
Q7: Availability	3.17	3.01	2.50	2.86	3.07	2.92	2.97	2.69	2.69	2.99
Q8: Responsiveness	3.35	3.18	2.45	2.72	3.00	2.86	3.07	2.68	2.92	3.11
Q9: Initiative	3.19	2.98	2.35	2.67	2.91	2.72	2.91	2.53	2.83	3.03
Q10: Process	3.44	3.20	2.56	2.81	3.09	2.98	3.18	2.73	3.04	3.11
Q11: Guidance & Assistance	3.43	3.22	2.64	2.82	3.09	2.98	3.18	2.76	3.06	3.13
Q12: Timeliness	3.33	3.16	2.59	2.78	3.05	2.93	3.10	2.61	3.08	3.13
Q13: Information	3.30	3.18	2.60	2.80	3.09	2.99	3.05	2.81	3.05	3.14
Q14: Innovation	3.09	2.98	2.48	2.67	2.92	2.83	3.01	2.55	2.98	3.01
Overall Average Rating	3.31	3.14	2.55	2.74	3.04	2.93	3.11	2.67	2.98	3.09

Department showed statistically significant increase from 2012

Department showed statistically significant decline from 2012

2013 ICS Survey Scores (2/2)

All Scores (2/2): 2013 Survey	Human Resources-EEO & Diversity	Human Resources-Labor/Employee Relations	Human Resources-Occupational Medical Services	Human Resources-Recruitment & Selection	Human Resources-Classification & Compensation	Human Resources-Change Management & Organizational Development	Management & Budget	Public Information	Technology Services	Average Rating
Q2: Quality of service	3.11	3.06	3.11	3.03	2.87	3.00	2.93	3.19	3.17	3.06
Q3: Level of effort	3.24	3.00	3.11	2.81	2.68	2.99	2.65	3.27	2.98	2.92
Q4: Success rate	3.03	2.95	3.03	2.96	2.78	2.93	2.81	3.12	3.02	2.94
Q5: Communication	3.01	2.96	3.09	3.02	2.84	3.02	2.91	3.20	3.11	3.00
Q6: Professional knowledge	3.12	3.03	3.10	3.08	2.91	2.99	2.98	3.21	3.21	3.07
Q7: Availability	2.91	2.87	2.88	2.85	2.81	2.90	2.98	3.12	3.16	2.91
Q8: Responsiveness	2.97	2.99	3.04	2.99	2.81	2.99	2.96	3.16	3.12	2.97
Q9: Initiative	2.94	2.83	2.92	2.88	2.72	2.92	2.77	3.08	3.07	2.85
Q10: Process	3.06	2.95	3.09	2.99	2.83	3.03	2.91	3.20	3.13	3.02
Q11: Guidance & Assistance	3.08	3.04	3.05	3.05	2.87	3.08	3.01	3.21	3.17	3.05
Q12: Timeliness	3.03	3.01	3.03	2.91	2.83	3.03	2.92	3.14	3.15	2.99
Q13: Information	3.07	3.06	3.01	2.99	2.84	3.04	2.96	3.17	3.16	3.02
Q14: Innovation	2.94	2.87	2.90	2.80	2.70	2.95	2.76	3.06	3.08	2.87
Overall Average Rating	3.04	2.97	3.03	2.95	2.81	2.99	2.89	3.16	3.12	2.97

Department showed statistically significant increase from 2012

Department showed statistically significant decline from 2012

2014 ICS Survey Scores (1/2)

All Scores (1/2): 2014 Survey	County Attorney	Finance	DGS-Bldg Services	DGS-Capital Dev Needs	DGS-Fleet Services	DGS-Leased Space Needs	DGS-Print/Mail/Archives	DGS-Procurement	Human Resources-Benefits	Human Resources-Records Management
Q2: Quality of service	3.43	3.31	2.80	2.90	3.01	2.99	3.22	2.69	3.00	3.07
Q3: Level of effort	3.02	3.03	2.47	2.70	2.87	2.89	3.17	2.28	2.98	3.12
Q4: Success rate	3.30	3.18	2.55	2.70	2.92	2.93	3.15	2.67	2.97	3.08
Q5: Communication	3.31	3.25	2.63	2.71	2.96	2.94	3.14	2.72	2.93	3.08
Q6: Responsiveness	3.24	3.22	2.50	2.79	2.90	2.93	3.06	2.61	2.87	3.06
Q7: Process	3.30	3.23	2.58	2.85	3.03	2.95	3.12	2.63	2.88	3.05
Overall Average Rating	3.27	3.20	2.59	2.77	2.95	2.94	3.14	2.60	2.94	3.08

Department showed statistically significant increase from 2013

Department showed statistically significant decline from 2013

CountyStat
Performance Measurement and Management

2014 ICS Survey Scores (2/2)

All Scores (2/2): 2014 Survey	Human Resources-EEO & Diversity	Human Resources-Labor/Employee Relations	Human Resources-Occupational Medical Services	Human Resources-Recruitment & Selection	Human Resources-Classification & Compensation	Human Resources-Change Management & Organizational Development	Management & Budget	Public Information	Technology Services	Average Rating
Q2: Quality of service	3.03	2.99	3.12	3.02	2.87	2.99	2.94	3.15	3.02	3.03
Q3: Level of effort	3.10	2.88	3.06	2.77	2.75	3.08	2.64	3.23	2.82	2.89
Q4: Success rate	3.00	2.95	2.98	2.92	2.83	3.01	2.79	3.09	2.95	2.95
Q5: Communication	3.04	2.98	3.01	3.01	2.84	3.00	2.90	3.16	3.00	2.98
Q6: Responsiveness	2.97	2.93	2.96	2.92	2.80	3.00	2.88	3.13	3.00	2.94
Q7: Process	3.02	2.95	3.04	2.91	2.79	3.01	2.87	3.13	3.00	2.96
Overall Average Rating	3.03	2.95	3.03	2.92	2.81	3.02	2.84	3.15	2.97	2.96

Department showed statistically significant increase from 2013

Department showed statistically significant decline from 2013

2015 ICS Survey Scores (1/2)

All Scores (1/2): 2015 Survey	County Attorney	Finance	DGS-Bldg Services	DGS-Capital Dev Needs	DGS-Fleet Services	DGS-Leased Space Needs	DGS-Print/Mail/ Archives	Office of Procurement	Human Resources-Benefits	Human Resources-Records Management
Q2: Quality of service	3.53	3.35	2.82	3.01	3.02	2.98	3.35	2.86	3.11	3.20
Q3: Level of effort	3.02	3.07	2.52	2.75	2.85	2.85	3.34	2.45	2.96	3.12
Q4: Success rate	3.32	3.20	2.61	2.87	2.95	2.95	3.28	2.76	3.08	3.21
Q5: Communication	3.42	3.29	2.74	2.95	3.04	2.98	3.40	2.88	3.09	3.19
Q6: Responsiveness	3.36	3.29	2.71	2.98	3.06	3.03	3.37	2.83	3.09	3.14
Q7: Process	3.37	3.29	2.70	2.94	3.07	3.03	3.31	2.75	3.00	3.14
Overall Average Rating	3.33	3.25	2.68	2.92	3.00	2.97	3.34	2.75	3.06	3.17

Department showed statistically significant increase from 2014

Department showed statistically significant decline from 2014

2015 ICS Survey Scores (2/2)

All Scores (2/2): 2015 Survey

	Human Resources- EEO & Diversity	Human Resources- Labor/Employee Relations	Human Resources- Occupational Medical Services	Human Resources- Recruitment & Selection	Human Resources- Classification & Compensation	Human Resources- Training & Organizational Development	Management & Budget	Public Information	Technology Services	Average Rating
Q2: Quality of service	3.13	3.23	3.18	3.15	3.09	3.22	2.84	3.25	3.20	3.13
Q3: Level of effort	3.02	2.96	3.14	2.86	2.79	3.23	2.51	3.20	2.99	2.93
Q4: Success rate	3.08	3.07	3.11	3.05	2.93	3.21	2.77	3.18	3.09	3.04
Q5: Communication	3.15	3.13	3.12	3.13	3.00	3.32	2.91	3.19	3.11	3.11
Q6: Responsiveness	3.10	3.11	3.13	3.19	3.01	3.29	2.89	3.19	3.16	3.10
Q7: Process	3.03	3.06	3.14	3.05	2.97	3.24	2.76	3.15	3.11	3.06
Overall Average Rating	3.08	3.09	3.14	3.07	2.97	3.25	2.78	3.19	3.11	3.06

- ■ Department showed statistically significant increase from 2014
- ■ Department showed statistically significant decline from 2014

Satisfaction Scores by Dept.

Dept. Analysis: County Attorney (1/4)

2009 Average = 3.20

Overall
- Q2: Quality of service
- Q3: Level of effort
- Q4: Success rate

Personnel & Process
- Q5: Communication
- Q6: Responsiveness
- Q7: Process

Very dissatisfied (1.0)   Dissatisfied (2.0)   Satisfied (3.0)   Very satisfied (4.0)

MLS respondents continue to be satisfied with OCA's service.

	Avg.
2009	3.20
2010	3.32
2011	3.20
2012	3.26
2013	3.31
New Baseline	
2014	3.27
2015	3.33

Department showed statistically significant increase from 2014

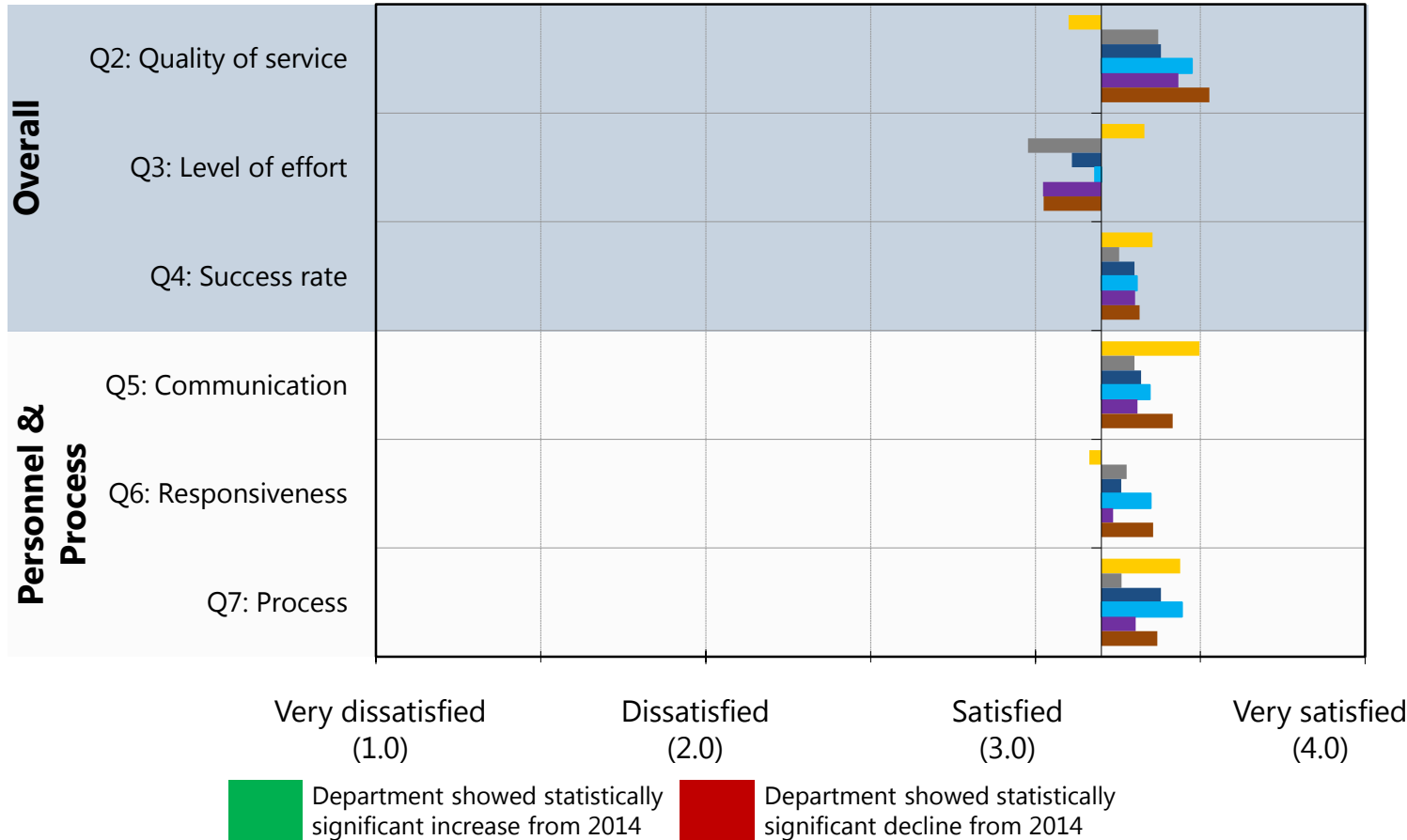Department showed statistically significant decline from 2014

18

CountyStat
Performance Measurement and Management

Rated By	Overall Score (out of 4)	Change from 2014
OCA	3.9	1.9
LIB	3.8	0.4
CUPF	3.7	0.3
DEP	3.6	0.2
FIN	3.5	-0.1
DPS	3.5	0.2
DOT	3.5	0.0
DLC	3.4	0.0
CEX	3.4	0.2
DGS	3.4	0.1
REC	3.4	0.1
MCPD	3.4	0.0
OHR	3.3	0.2
DTS	3.3	-0.1
CEC	3.3	0.1
DED	3.3	-0.3
MCFRS	3.0	-0.1
HHS	2.9	0.3
PRO	2.8	N/A
OMB	2.8	-0.7
Average Rating	**3.3**	**0.1**

- 42 individual comments
  - 40% (17) negative
  - 60% (25) positive
  - 0% neutral/suggestive

- Themes
  - Many commenters find OCA staff to be responsive
  - Inconsistency in customer service and opinions between attorneys

*To maintain anonymity, departments with ≤3 respondents are not shown.
Green = Score increased by a statistically significant margin from 2014
Red = Score decreased by a statistically significant margin from 2014

Dept. Analysis: County Attorney (3/4)

Status of Follow-up Items:

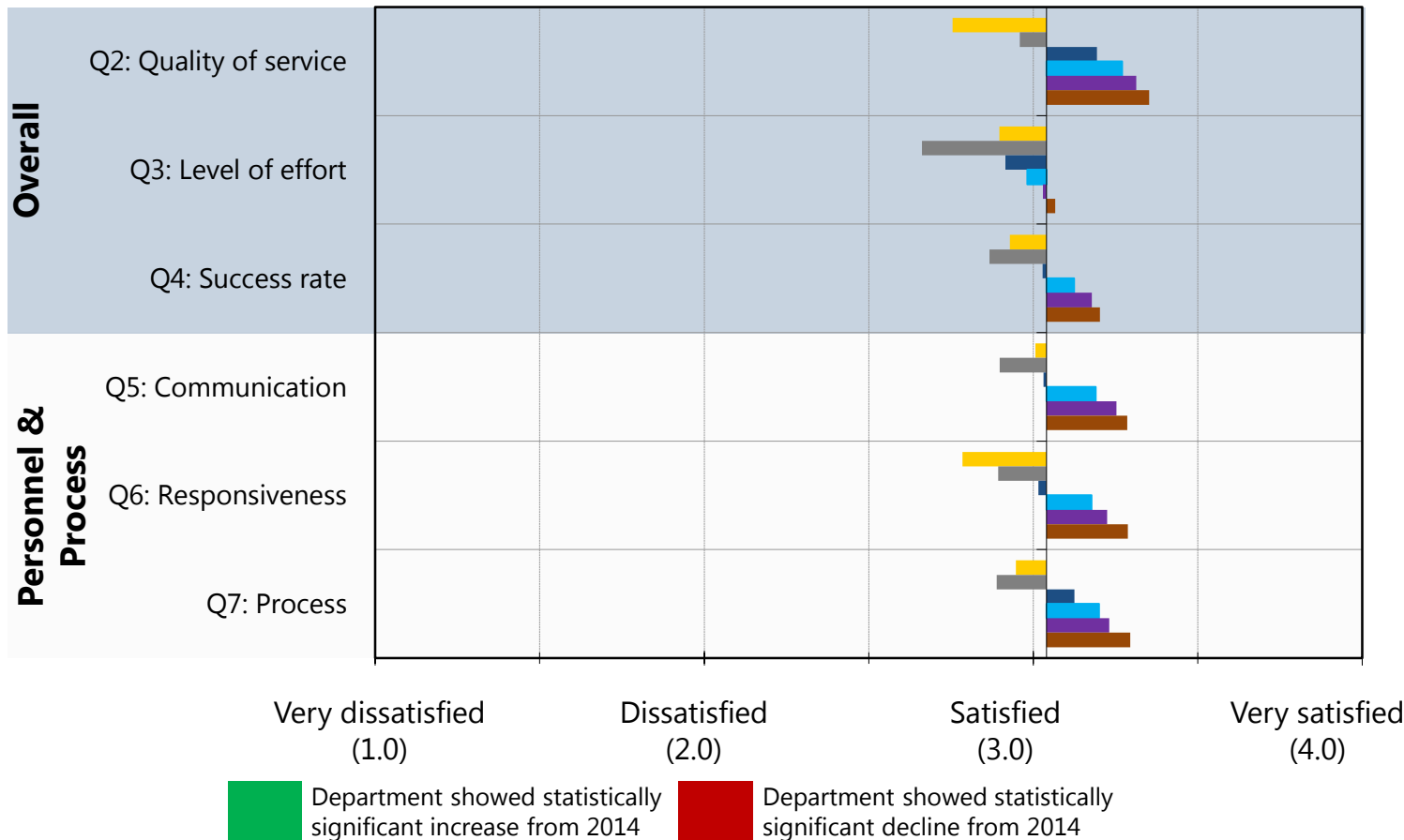| Follow-up Item	Status	Department Comments
Continue working with HHS (which rates OCA lowest as compared to other departments)	**Complete**	OCA performs multiple outreach efforts to HHS including: • Monthly meetings with director • Biweekly meeting for HIPAA • Staff office hours for legal consultations • "CWS Excellence" a monthly legal training for social workers

2016 Action Plan from Department:

- Continue meeting regularly with HHS management and legal training

2009 Average = 3.04

Overall
- Q2: Quality of service
- Q3: Level of effort
- Q4: Success rate

Personnel & Process
- Q5: Communication
- Q6: Responsiveness
- Q7: Process

Very dissatisfied (1.0) — Dissatisfied (2.0) — Satisfied (3.0) — Very satisfied (4.0)

Department showed statistically significant increase from 2014

Department showed statistically significant decline from 2014

Managers continue to be satisfied with Finance's service delivery, with no average score across the 6 questions falling below 3.0.

	Avg.
2009	3.04
2010	2.90
2011	2.86
2012	3.05
2013	3.14
New Baseline	
2014	3.20
2015	3.25

22

Rated By	Overall Score (out of 4)	Change from 2014
CEC	3.7	0.5
FIN	3.7	0.1
CEX	3.6	0.0
CUPF	3.5	0.0
DEP	3.5	0.3
DLC	3.5	0.2
OCA	3.5	0.3
LIB	3.4	0.3
DGS	3.4	0.3
OMB	3.3	-0.3
DTS	3.2	-0.1
DPS	3.2	0.0
REC	3.2	0.3
MCFRS	3.1	0.4
OHR	3.1	-0.3
DOT	3.1	-0.1
DED	3.1	-0.7
HHS	3.0	0.1
MCPD	2.8	-0.3
PRO	2.5	N/A
Average Rating	3.2	0.0

- 26 individual comments
  - 38% (10) negative
  - 58% (15) positive
  - 4% (1) neutral/suggestive

- Themes
  - Mostly responsive staff with some questions about knowledgeability

*To maintain anonymity, departments with ≤3 respondents are not shown.

Green = Score increased by a statistically significant margin from 2014

Red = Score decreased by a statistically significant margin from 2014

Status of Follow-up Items:

Follow-up Item	Status	Department Comments
Communications: Engage the specific departments who gave FIN low ratings to ensure that they understand customer needs and implementation timelines better and that Finance is communicating its expectations in a more clear and consistent manner as well.	**Complete**	Met with management staff of REC and MCFRS to discuss results of survey
Address the Risk Management-related comments with the division chief	**Complete**	2014 survey results were discussed with all managers including areas that are in need of improvement

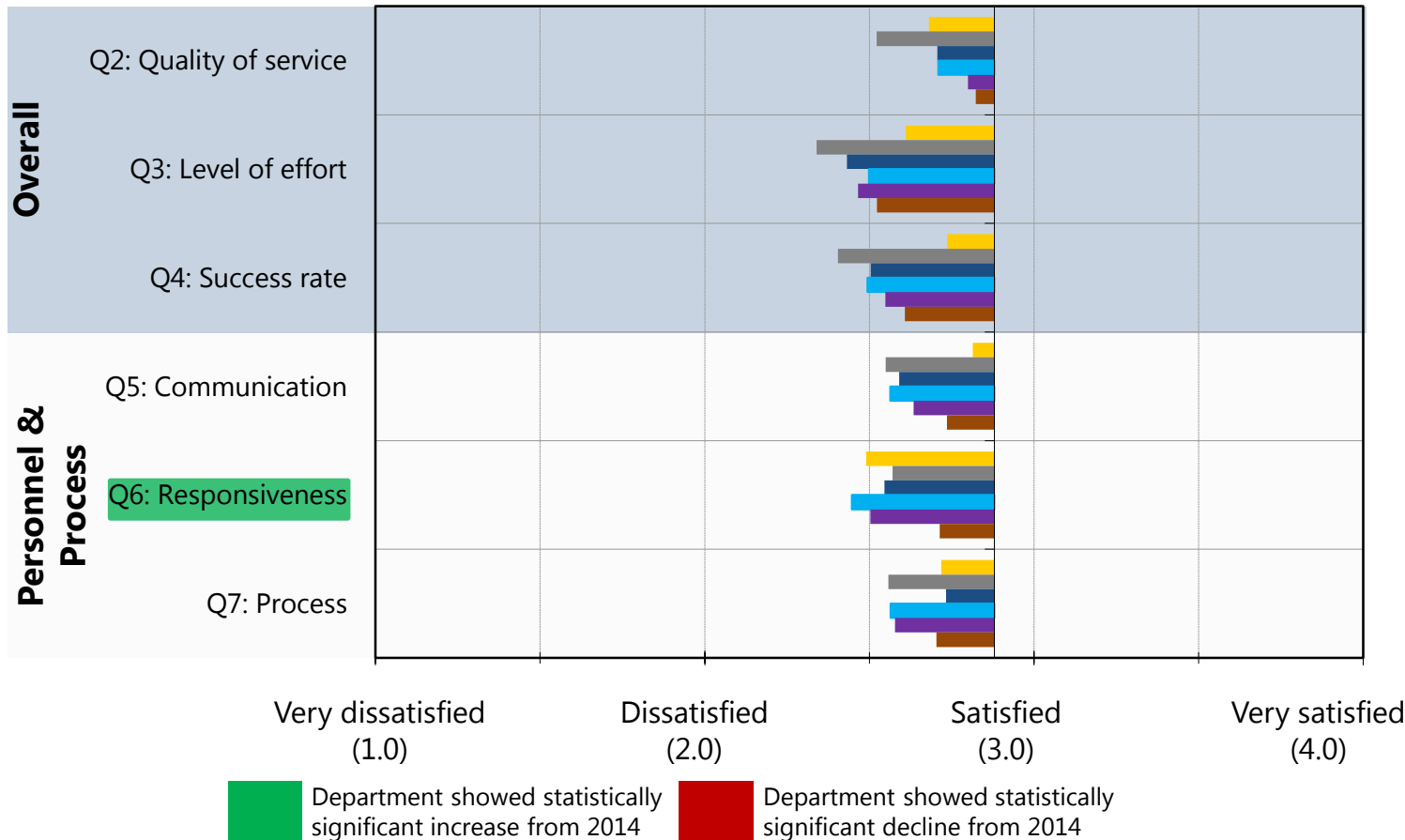## 2016 Action Plan from Department:

- Will follow up with Division Chiefs on certain negative and positive comments received.
  - Some comments are more helpful than others but all criticism needs to be taken seriously for potential areas of improvement.
- Will "work with the stakeholders" to bring up the low scores
  - Special focus will be on Procurement and MCPD which showed scores below 3.0

CountyStat
Performance Measurement and Management

Rated By	Overall Score (out of 4)	Change from 2014
CEX	3.4	0.4
DGS	3.2	0.1
OCA	3.2	0.1
DEP	3.2	0.5
CUPF	3.0	0.6
FIN	2.8	-0.3
HHS	2.8	0.1
PRO	2.7	N/A
DTS	2.7	-0.1
OHR	2.7	-0.2
MCPD	2.6	0.7
DOT	2.6	0.3
LIB	2.4	0.2
CEC	2.3	0.1
DPS	2.3	-0.1
DLC	2.2	0.2
MCFRS	2.1	-0.4
REC	1.9	-0.1
Average Rating	2.7	0.1

- 61 individual comments
  - 75% (46) negative
  - 23% (14) positive
  - 2% (1) neutral/suggestive

- Themes
  - Needs to be more responsive and proactive
  - It can take multiple requests/calls to get action from DGS building services
  - Managers want to be able to get project status in real-time

*To maintain anonymity, departments with ≤3 respondents are not shown.

Green = Score increased by a statistically significant margin from 2014

Red = Score decreased by a statistically significant margin from 2014

Status of Follow-up Items:

Follow-up Item	Status	Department Comments
Improving their communication with their customers is their stated #1 priority	Complete	Reached out to Libraries, Recreation, DLC, and Police. Incorporated feedback and established monthly conference calls with key departments.
Oracle-based work order system coming online in 2015 (results from pilot program with REC coming soon)	In Progress	Pilot program launched in 2015. Continuing to work in ERP for more reporting and e-mail notifications.
Close the reporting gap between contractors who do certain work for DGS completing their work and closing it out in our system	Complete	Work orders for contract work are being closed much sooner after invoices are received and paid

2016 Action Plan from Department:

- Continue and expand the Work Order Requester pilot program with REC, MCPL, and other departments. With the potential for improved reporting from the system, customers could get more detailed information about their work order.
- Continue to have monthly meetings with key stakeholder departments
- Have a single source of information for updates

Dept. Analysis: DGS – Capital Dev. Needs (1/4)
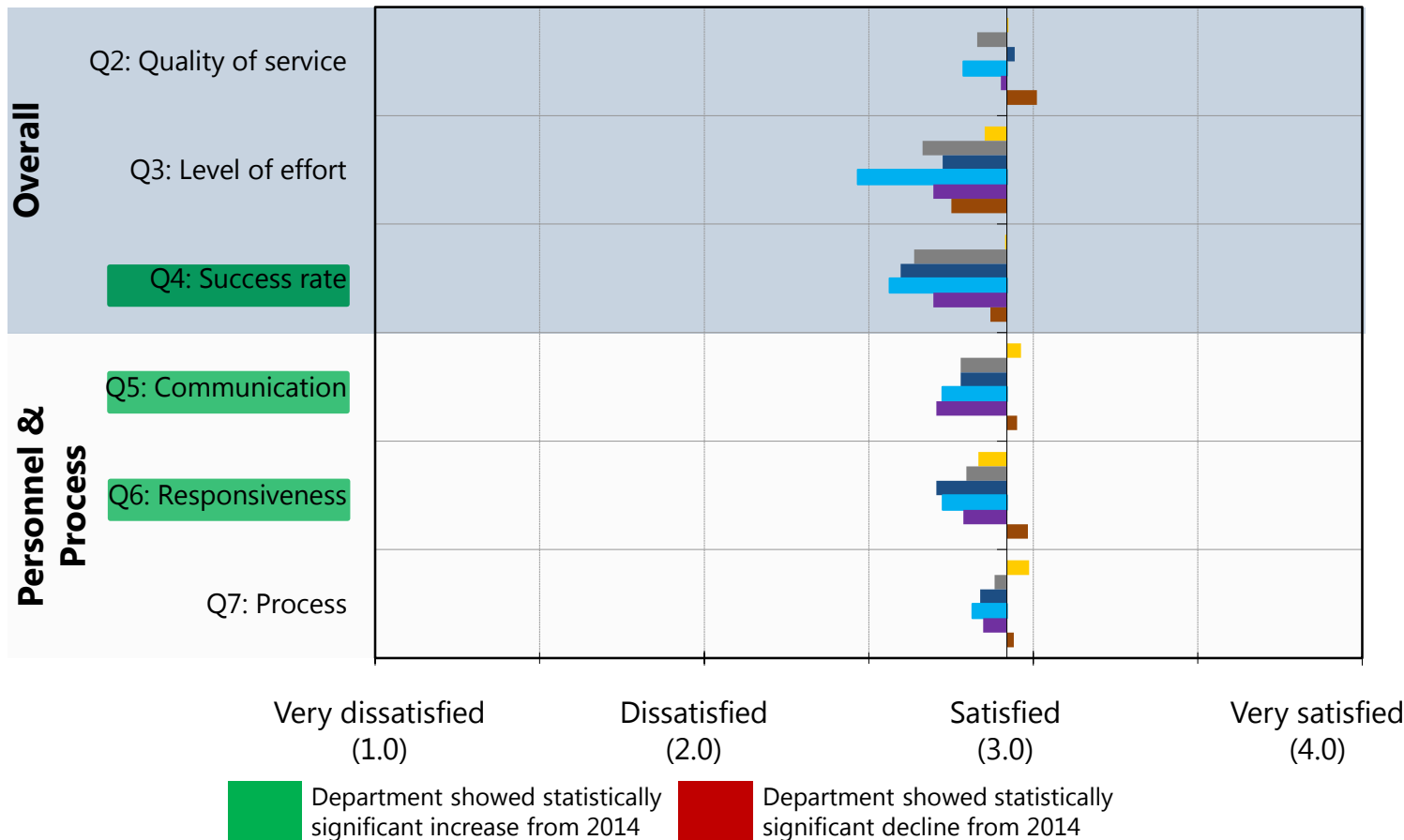
The overall average score for Capital Development Needs improved year-over-year with notable improvements in success rate (+0.17), communication (+0.25), and responsiveness (+0.20).

	Avg.
2009	2.92
2010	2.91
2011	2.79
2012	2.79
2013	2.74
New Baseline	
2014	2.77
2015	2.92

2009 Average = 2.92

Overall
- Q2: Quality of service
- Q3: Level of effort
- Q4: Success rate

Personnel & Process
- Q5: Communication
- Q6: Responsiveness
- Q7: Process

Very dissatisfied (1.0) Dissatisfied (2.0) Satisfied (3.0) Very satisfied (4.0)

Department showed statistically significant increase from 2014
Department showed statistically significant decline from 2014

30

Dept. Analysis: DGS – Capital Dev. Needs (2/4)

Rated By	Overall Score (out of 4)	Change from 2014
CEX	3.6	0.2
DGS	3.4	-0.1
DOT	3.0	0.2
HHS	3.0	0.2
PRO	2.9	N/A
DTS	2.7	0.0
MCFRS	2.7	-0.3
REC	2.6	-0.1
MCPD	2.5	0.3
Average Rating	**2.9**	**0.2**

- 10 individual comments
  - 50% (5) negative
  - 50% (5) positive
  - 0% (0) neutral/suggestive

- Themes
  - Need for better communication from this division

*To maintain anonymity, departments with ≤3 respondents are not shown.
Green = Score increased by a statistically significant margin from 2014
Red = Score decreased by a statistically significant margin from 2014

Status of Follow-up Items:

Follow-up Item	Status	Department Comments
1-on-1 meetings with customers regarding their participation and support in the development of their CIP agendas will continue in 2015	**Complete**	1-on-1 meetings continued to ensure that we met the needs of the Departments

2016 Action Plan from Department:

- We will strive to maintain this intensity in the coming year.

Dept. Analysis: DGS – Fleet Services (1/4)

2009 Average = 2.96

Overall
- Q2: Quality of service
- Q3: Level of effort
- Q4: Success rate

Personnel & Process
- Q5: Communication
- Q6: Responsiveness
- Q7: Process

Very dissatisfied (1.0) — Dissatisfied (2.0) — Satisfied (3.0) — Very satisfied (4.0)

Department showed statistically significant increase from 2014

Department showed statistically significant decline from 2014
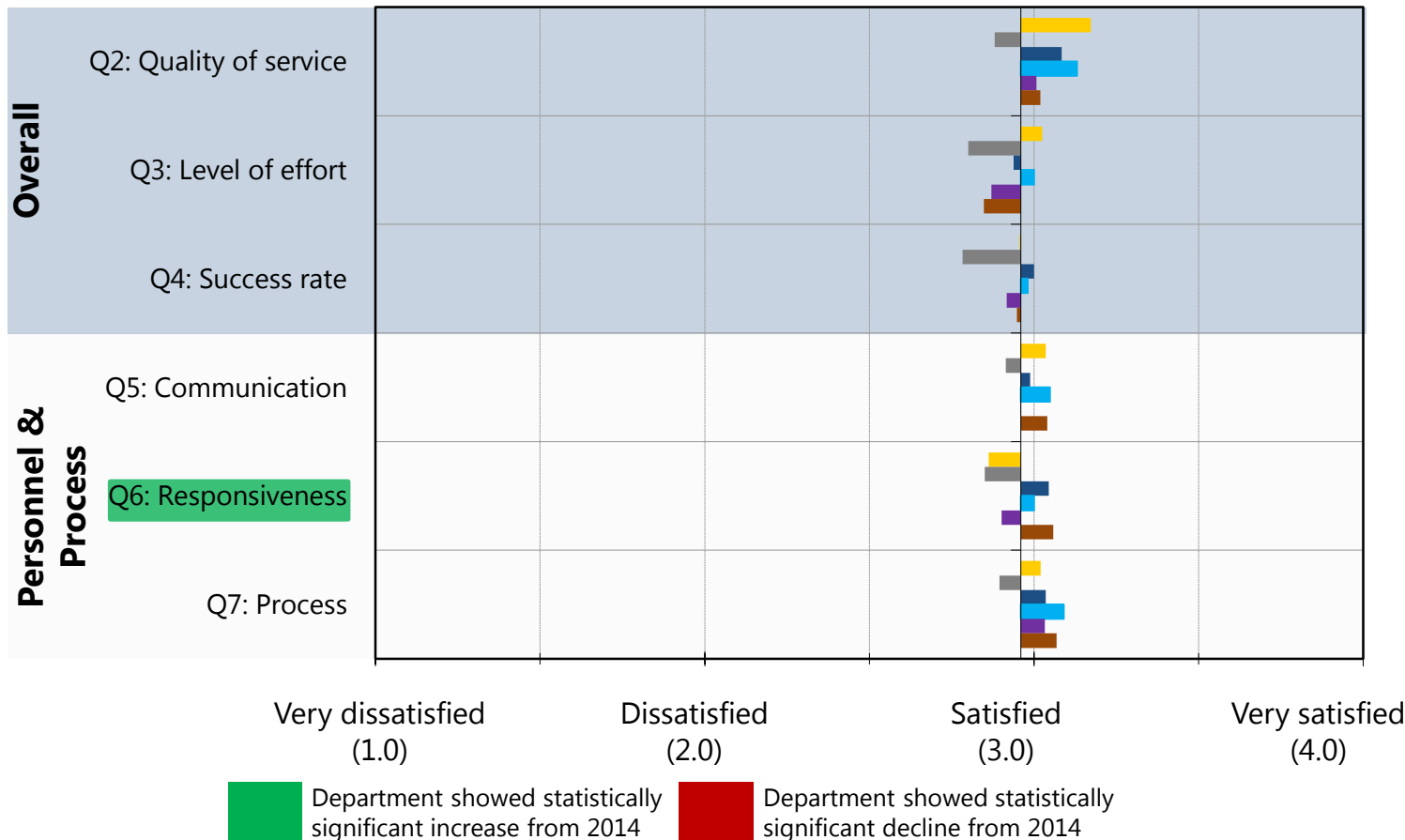
Scores for Fleet Services were fairly steady year-over-year, but there was positive movement for responsiveness.

	Avg.
2009	2.96
2010	3.01
2011	2.85
2012	3.00
2013	3.04

New Baseline

2014	2.95
2015	3.00

34

CountyStat
Performance Measurement and Management

Rated By	Overall Score (out of 4)	Change from 2014
DEP	3.5	0.4
HHS	3.0	0.0
CEX	2.9	-0.2
MCFRS	2.9	-0.2
DPS	2.8	0.1
PRO	2.8	N/A
MCPD	2.8	0.1
DTS	2.6	-0.3
REC	2.6	0.0
DOT	2.6	-0.1
DLC	2.6	0.4
Average Rating	**3.0**	**0.1**

- 14 individual comments
  - 43% (6) negative
  - 43% (6) positive
  - 14% (2) neutral/suggestive

- Themes
  - Needs improvement on communication about work being done by fleet (status of work) and responsiveness

*To maintain anonymity, departments with ≤3 respondents are not shown.

Green = Score increased by a statistically significant margin from 2014

Red = Score decreased by a statistically significant margin from 2014

Dept. Analysis: DGS – Fleet Services (3/4)

Status of Follow-up Items:

Follow-up Item	Status	Department Comments
Have CountyStat review their internal customer service and performance metrics to help identify areas for improvement	In Progress	During FY15, DFMS identified new performance metrics and is revising its monthly report to reflect these operational areas. Will review with CountyStat by FY16Q4.
Improve their customer education efforts regarding areas such as replacements and Fleet processes; efforts to include a Fleet-focused newsletter, conducting Department Fleet Coordinator training sessions, updating Fleet intranet page with FAQs and improving reports provided to customers	Complete	DFMS has been very aggressive with Department education over the past year, providing more support, safety tips, department specific training and education
Expand Department specific meetings to include senior leadership. Develop Program Scorecards for each Department	Complete	DFMS initiated annual department meetings and scheduled periodic meetings with our larger customer departments with annual review packages
Improve quality and content of quarterly Fleet Coordinator's meetings. Develop post meeting surveys. Improve Internal (Fleet) Communications; Develop Fleet "depth chart" for each section	Complete	DFMS developed meeting surveys and solicited feedback during department meetings to identify specific areas and topics. DFMS assessed all admin. and operational areas for succession planning and operational backup.

2016 Action Plan from Department:

- Review new performance metrics with CountyStat sometime in FY16Q4
- Continue to hold regular meetings with department Fleet Coordinators
- Develop a "scorecard" to share with departments on an annual basis
- In FY16, DFMS will continue to conduct post meeting surveys and poll user departments for items they would like to see addressed.
- In FY16 DFMS will begin the creation of desk guides for key operational area to improve continuity.

Dept. Analysis: DGS – Leased Space Needs (1/4)

2009 Average = 2.96

Overall

- Q2: Quality of service
- Q3: Level of effort
- Q4: Success rate

Personnel & Process

- Q5: Communication
- Q6: Responsiveness
- Q7: Process

Very dissatisfied (1.0) | Dissatisfied (2.0) | Satisfied (3.0) | Very satisfied (4.0)

Department showed statistically significant increase from 2014

Department showed statistically significant decline from 2014

Scores for Leased Space Needs were steady between 2014 and 2015.
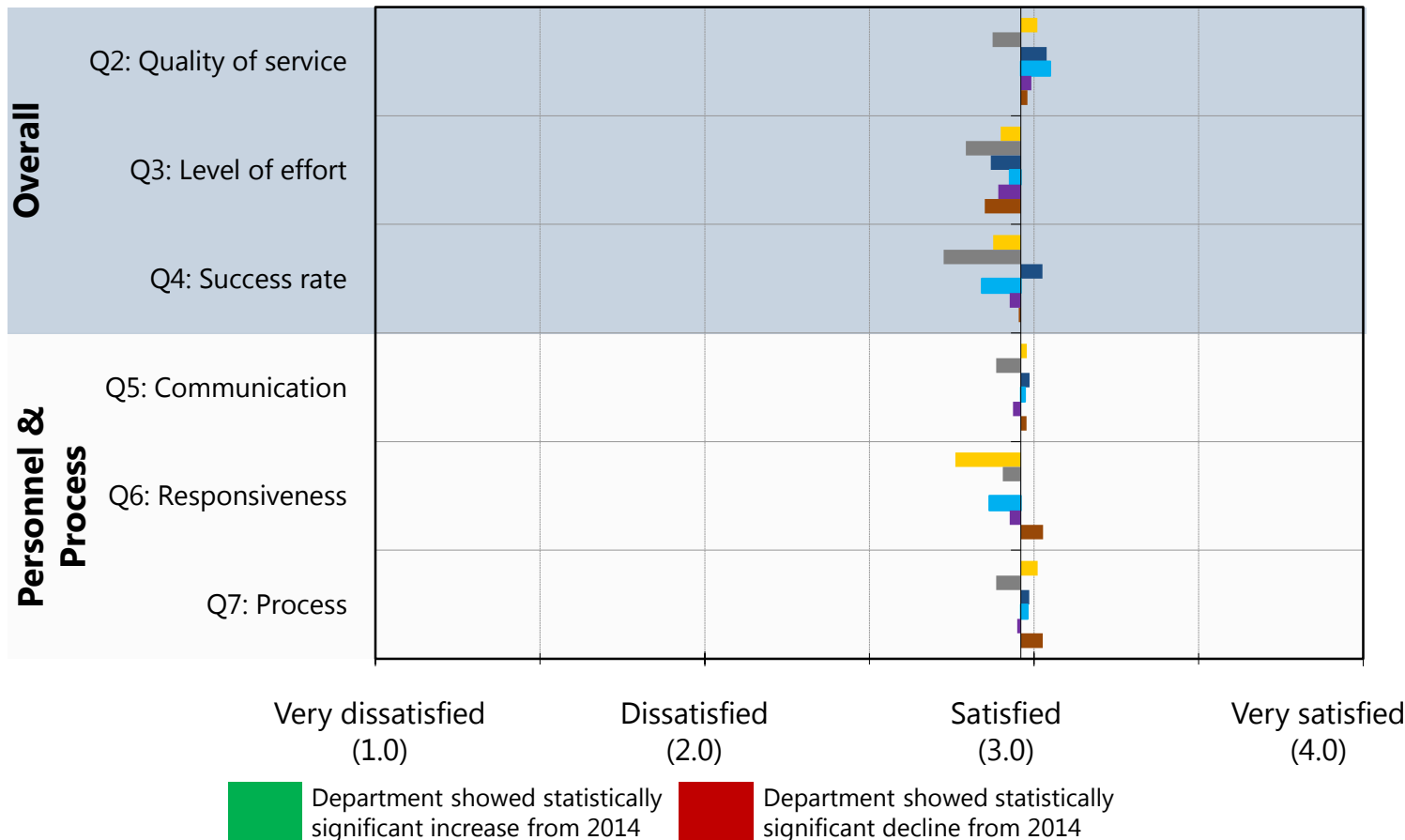
	Avg.
2009	2.96
2010	2.90
2011	2.84
2012	2.98
2013	2.93
New Baseline	
2014	2.94
2015	2.97

38

CountyStat
Performance Measurement and Management

Rated By	Overall Score (out of 4)	Change from 2014
DGS	3.6	0.2
MCPD	3.2	0.4
PRO	3.2	N/A
HHS	3.1	0.0
MCFRS	3.0	0.1
DOT	2.9	-0.4
CEX	2.9	0.2
DLC	2.8	0.4
FIN	2.8	-0.2
DTS	2.6	-0.2
REC	2.5	-0.5
DED	2.5	-0.5
DPS	2.0	0.0
Average Rating	**3.0**	**0.0**

- 9 individual comments
  - 67% (6) negative
  - 33% (3) positive
  - 0% (0) neutral/suggestive

- Themes
  - County managers reported differing levels of responsiveness from DGS- Leased Space Needs

*To maintain anonymity, departments with ≤3 respondents are not shown.

Green = Score increased by a statistically significant margin from 2014

Red = Score decreased by a statistically significant margin from 2014

Status of Follow-up Items:

Follow-up Item	Status	Department Comments
Develop and implement new SOP (inward-facing) and Checklist/User's Guide (for external users); both are currently in draft form	In Progress	Completed the inward facing SOP for a new lease. The Checklist/User's Guide for external users is not yet finalized.

2016 Action Plan from Department:

- Finalize the checklist/user's guide for external users of County Leased Space

Dept. Analysis: DGS – Print/Mail/Archives (1/4)

2009 Average = 3.20

Overall
- Q2: Quality of service
- Q3: Level of effort
- Q4: Success rate

Personnel & Process
- Q5: Communication
- Q6: Responsiveness
- Q7: Process

Very dissatisfied (1.0) — Dissatisfied (2.0) — Satisfied (3.0) — Very satisfied (4.0)
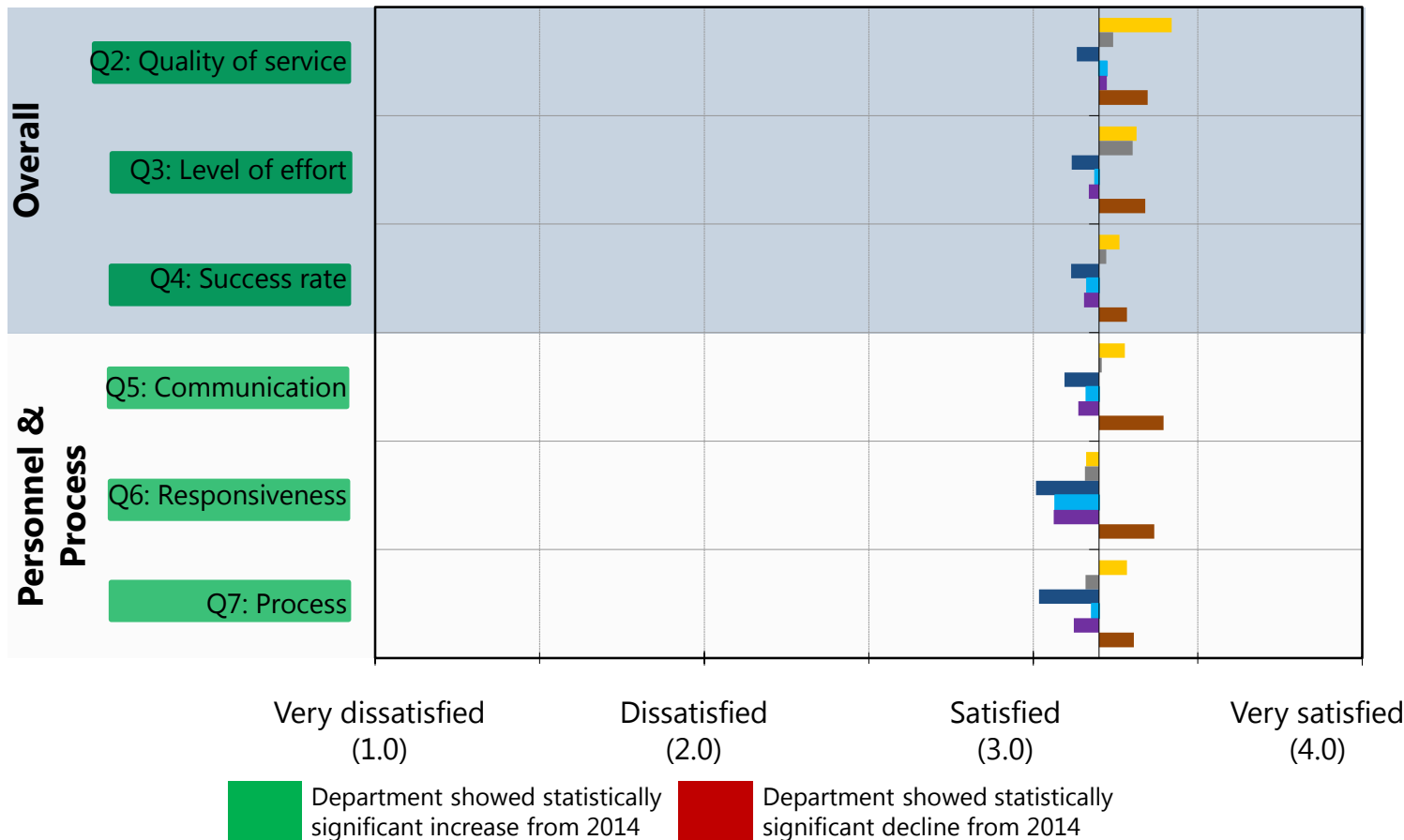
Print/Mail/Archives received high marks across all questions and was one of the highest scoring service areas this year. Scores improved for each question from 2014 to 2015.

	Avg.
2009	3.20
2010	3.25
2011	3.14
2012	3.04
2013	3.11
New Baseline	
2014	3.14
2015	3.34

Department showed statistically significant increase from 2014

Department showed statistically significant decline from 2014

42

Dept. Analysis: DGS – Print/Mail/Archives (2/4)

CountyStat
Performance Measurement and Management

Rated By	Overall Score (out of 4)	Change from 2014
DGS	3.7	0.2
CEX	3.7	0.4
DEP	3.6	0.3
DOT	3.4	0.4
FIN	3.4	0.1
HHS	3.4	0.4
MCPD	3.4	0.0
DTS	3.4	0.1
PRO	3.3	N/A
OCA	3.3	-0.3
OHR	3.3	-0.3
REC	3.2	0.2
DPS	3.2	0.1
MCFRS	3.1	-0.3
LIB	2.5	-0.2
Average Rating	3.3	0.2

- 22 individual comments
  - 32% (7) negative
  - 64% (14) positive
  - 4% (1) neutral/suggestive

- Themes
  - Good customer service
  - Need to improve the accuracy of billing and chargebacks

*To maintain anonymity, departments with ≤3 respondents are not shown.

Green = Score increased by a statistically significant margin from 2014

Red = Score decreased by a statistically significant margin from 2014

Status of Follow-up Items:

Follow-up Item	Status	Department Comments
Releasing a new web-based ordering system ("Digital StoreFront"); currently in pilot phase, scheduled for a County-wide rollout mid-February 2015; One feature is that the customer must approve the job's cost as part of the order placement process	Complete	The new website was rolled out in early March 2015. Currently there are 450 registered Digital StoreFront users.

2016 Action Plan from Department:

- None Provided

Dept. Analysis: Procurement (1/4)

2009 Average = 2.42

Overall
- Q2: Quality of service
- Q3: Level of effort
- Q4: Success rate

Personnel & Process
- Q5: Communication
- Q6: Responsiveness
- Q7: Process

Very dissatisfied (1.0) — Dissatisfied (2.0) — Satisfied (3.0) — Very satisfied (4.0)

Department showed statistically significant increase from 2014

Department showed statistically significant decline from 2014
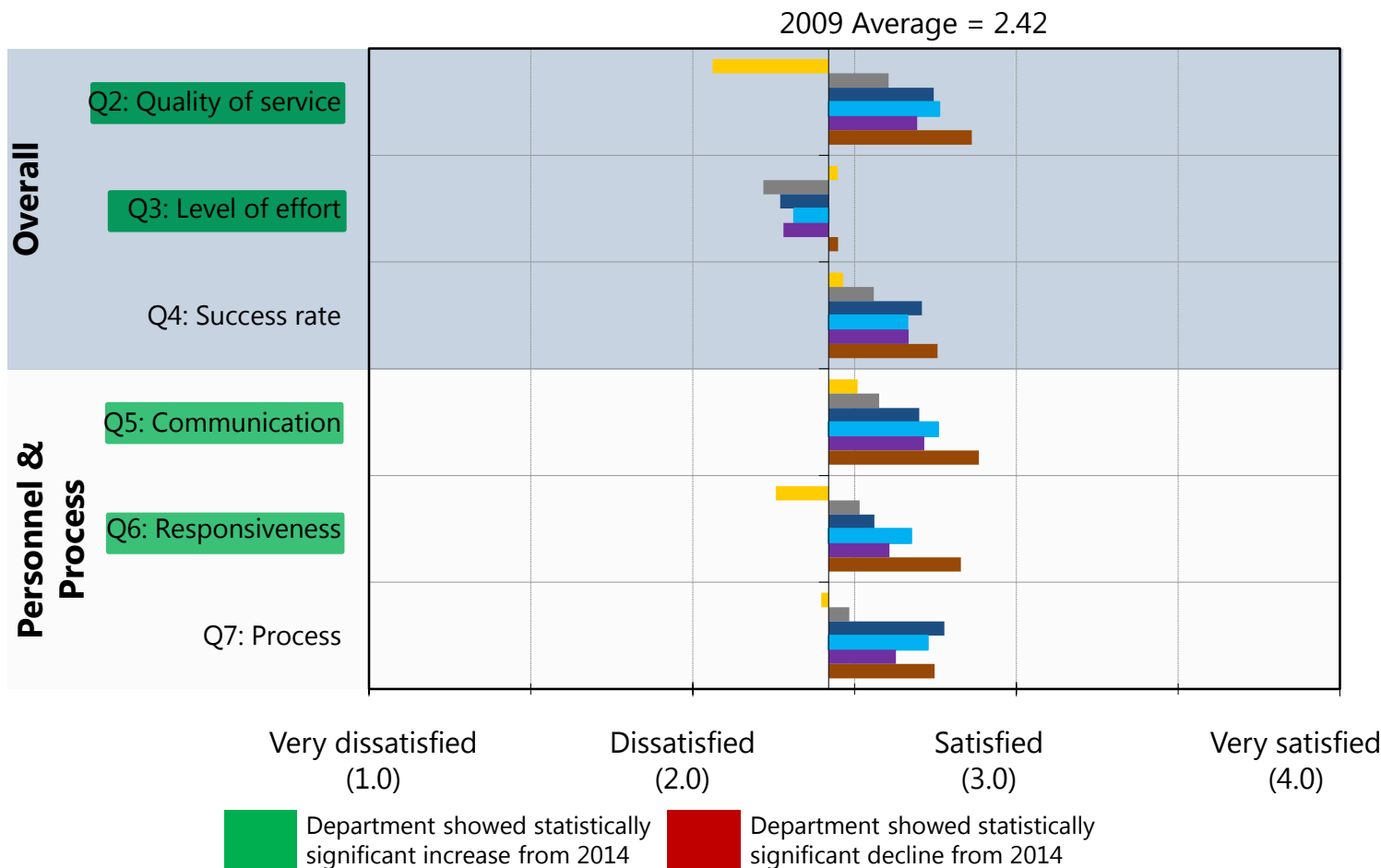
Procurement's overall average score improved by 0.15 from 2014 to 2015 and saw increases in 4 out of the 6 areas covered by the survey. However, PRO did not score above satisfied (3.0) for any question.

	Avg.
2009	2.42
2010	2.36
2011	2.52
2012	2.66
2013	2.67

New Baseline

2014	2.60
2015	2.75

46

CountyStat
Performance Measurement and Management

Rated By	Overall Score (out of 4)	Change from 2014
PRO	3.8	N/A
DPS	3.1	0.5
REC	3.1	-0.1
DEP	3.0	-0.5
CEX	3.0	0.5
DLC	2.9	0.6
MCFRS	2.8	0.0
OCA	2.7	0.3
HHS	2.7	0.2
MCPD	2.7	0.3
DGS	2.7	-0.6
OHR	2.5	0.0
DTS	2.5	0.3
FIN	2.5	-0.3
DED	2.3	0.8
DOT	2.2	-0.2
Average Rating	2.8	0.2

- 36 individual comments
  - 78% (28) negative
  - 22% (8) positive
  - 0% (0) neutral/suggestive

- Themes
  - Slow turnaround and cumbersome processes
  - Inconsistent experiences with procurement staff

*To maintain anonymity, departments with ≤3 respondents are not shown.

Green = Score increased by a statistically significant margin from 2014

Red = Score decreased by a statistically significant margin from 2014

Status of Follow-up Items:

Follow-up Item	Status	Department Comments
Seek specific feedback from departments that rated them the lowest (focus is on the bottom 30%)	Complete	Procurement sought feedback from three low-scoring departments from last year's survey
Work with the Chief Innovation Officer to identify and implement process improvements as part of a planned initiative	Complete	Procurement worked with the Innovation officer this past year, including several user departments, and is implementing the agreed to recommendations in the PIP report.
Consider formally surveying our vendors, as the voluntary web-based survey receives limited responses to date	Complete	As part of the PIP project, as well as the two Council task forces, vendors in Procurement's database and existing contractors were formally surveyed and those responses were considered as part of the recommendations proposed in the PIP and Council Task Force reports.
Initiate topic-specific training with Procurement staff (topics were identified by Procurement operations staff when asked what would help them better assist their customers)	Complete	PRO implemented bi-weekly meetings, filled vacancies, teamed new specialists with seasoned specialists. PRO also held joint training sessions for contract administrators describing changes in legislation.

2016 Action Plan from Department:

- A Contract Administrator Forum will be presented to review Qualification & Selection Committee (QSC) and debriefing processes; guides for both of these topics will be distributed and placed on the Intranet site as resources for CAs.
- Development of Informal Solicitation template to assist departments.
- Continuing to communicate with CAs on any changes to forms, processes, and assignments.
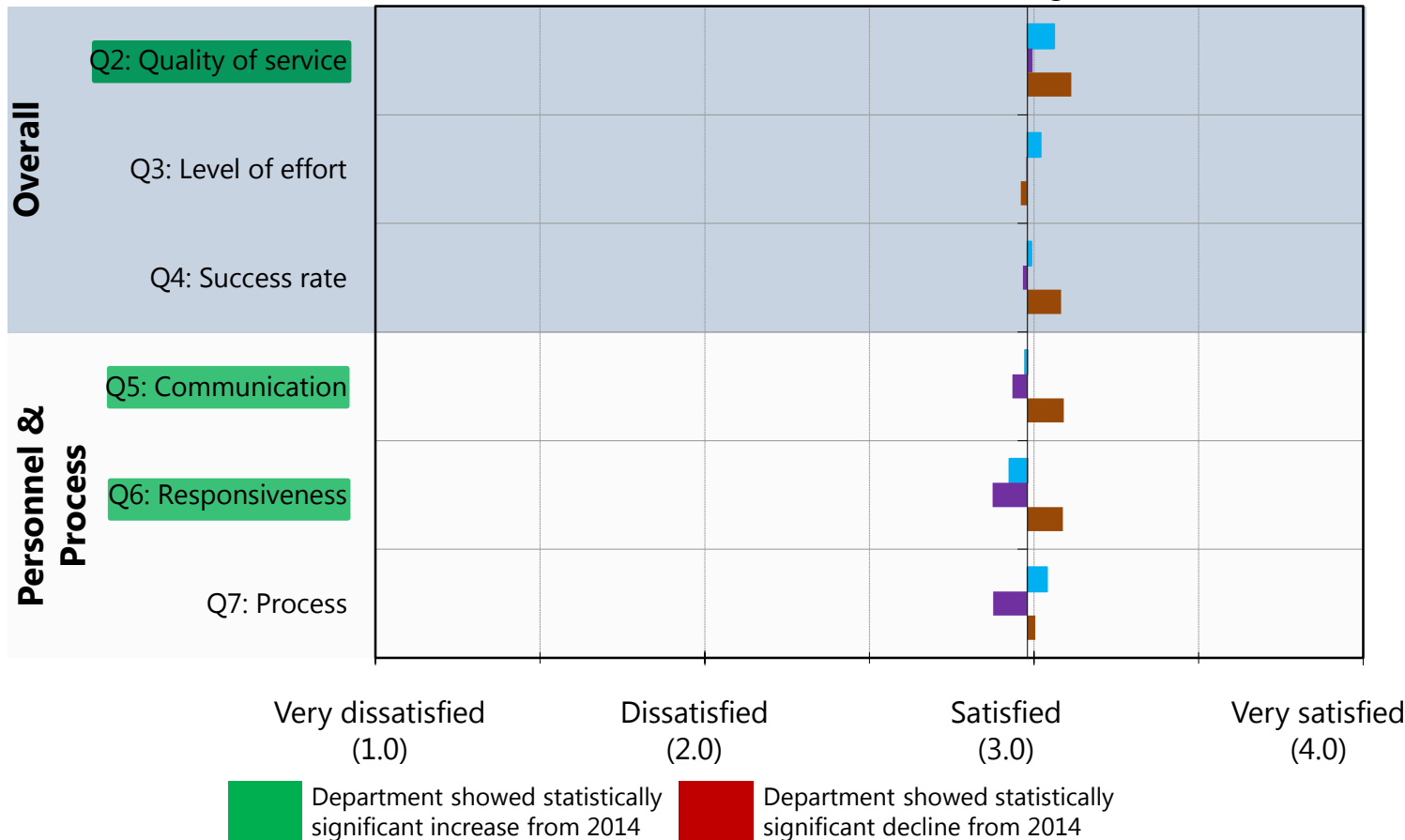
The Benefits Team saw increases for quality of service, communication, and responsiveness from 2014 to 2015.

	Avg.
2013	2.98
New Baseline	
2014	2.94
2015	3.06

2013 Average = 2.98

Overall
- Q2: Quality of service
- Q3: Level of effort
- Q4: Success rate

Personnel & Process
- Q5: Communication
- Q6: Responsiveness
- Q7: Process

Very dissatisfied (1.0)   Dissatisfied (2.0)   Satisfied (3.0)   Very satisfied (4.0)

Department showed statistically significant increase from 2014

Department showed statistically significant decline from 2014

CountyStat
Performance Measurement and Management

Rated By	Overall Score (out of 4)	Change from 2014
DEP	3.6	-0.3
OCA	3.5	0.5
CEX	3.5	0.1
OHR	3.4	-0.3
MCFRS	3.3	0.2
DLC	3.3	0.2
FIN	3.2	0.2
OMB	3.2	-0.1
REC	3.2	0.2
DPS	3.1	0.1
DTS	3.1	-0.1
MCPD	3.0	0.0
DGS	3.0	0.4
CUPF	3.0	0.0
CEC	3.0	-0.4
PRO	2.8	N/A
DED	2.7	0.3
DOT	2.7	0.1
LIB	2.7	-0.2
HHS	2.5	-0.2
Average Rating	**3.1**	**0.1**

- 29 individual comments
  - 69% (20) negative
  - 31% (9) positive
  - 0% (0) neutral/suggestive

- Themes
  - Would like direct contact with OHR - Benefits without using MC311
  - Wellness program well received

*To maintain anonymity, departments with ≤3 respondents are not shown.

Green = Score increased by a statistically significant margin from 2014

Red = Score decreased by a statistically significant margin from 2014

Status of Follow-up Items:

Follow-up Item	Status	Department Comments
Address existing concerns and negative perceptions regarding use of the MC311 system; these include assessing whether they need a Benefits specialist to be situated within the Call Center, perceptions of decreased levels of customer service, and concerns about staff feeling they need to provide personal information to a Customer Service Representative	In Progress	See next slide for action plan
Creation of an online video library to educate employees about Group Insurance and Health Insurance at retirement	In Progress	
Creation of interactive online assistance to help employees and retirees select appropriate coverage	In Progress	
Targeted MLS Social Media	In Progress	

2016 Action Plan from Department:

- OHR and MC311 are examining the experience for employees calling 311 with HR-related questions. The enhanced service model will be launched in the summer 2016 and may be branded "OHR@311" or something similar.
- Creation of an online video library to educate employees about Group Insurance and Health Insurance at retirement has been deferred until a determination can be made on what is needed to supplement the virtual benefits advisor described below.
- The goal is to implement "Alex, the Virtual Benefits Advisor," which will provide explanations of benefits to new hires and would also be available as a resource for existing employees. Providing this tool is a requirement of the medical plan request for proposal (RFP) process. We anticipate implementation in January 2017.
- OHR will launch its new Facebook page in February 2016 and a MLS Social Media campaign will follow in the spring (2016).

Dept. Analysis: OHR – Business Operations and Performance Mgmt. : Records Mgmt. (1/6)

2013 Average = 3.09

Overall
- Q2: Quality of service
- Q3: Level of effort
- Q4: Success rate

Personnel & Process
- Q5: Communication
- Q6: Responsiveness
- Q7: Process

Very dissatisfied (1.0) Dissatisfied (2.0) Satisfied (3.0) Very satisfied (4.0)
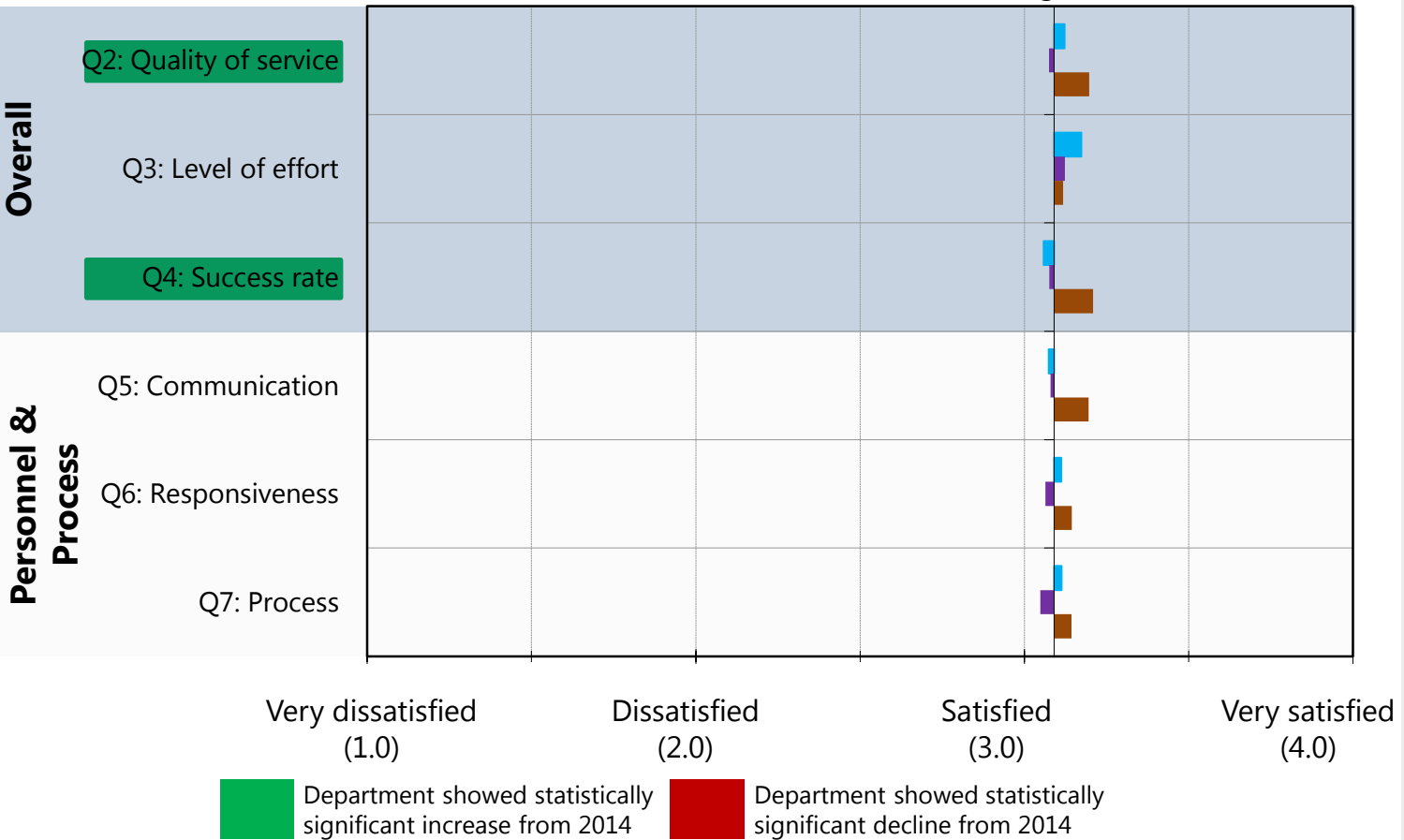
Scores for Records Management improved for overall quality of service and the success rate from 2014 to 2015.

	Avg.
2013	3.09
New Baseline	
2014	3.08
2015	3.17

Department showed statistically significant increase from 2014

Department showed statistically significant decline from 2014

CountyStat
Performance Measurement and Management

Rated By	Overall Score (out of 4)	Change from 2014
OHR	3.8	0.0
CEX	3.5	0.3
DLC	3.4	0.3
MCFRS	3.3	0.3
REC	3.2	-0.1
MCPD	3.2	0.2
DOT	3.2	0.5
LIB	3.2	0.4
DPS	3.1	0.3
FIN	3.1	-0.2
DTS	3.1	-0.1
DGS	3.1	0.4
OCA	3.1	0.1
PRO	2.9	N/A
HHS	2.8	-0.2
Average Rating	**3.2**	**0.1**

- 11 individual comments
  - 45% (5) negative
  - 55% (6) positive
  - 0% (0) neutral/suggestive

- Themes
  - Would like more information on the services and information that can be sent from Records

*To maintain anonymity, departments with ≤3 respondents are not shown.
Green = Score increased by a statistically significant margin from 2014
Red = Score decreased by a statistically significant margin from 2014

CountyStat
Performance Measurement and Management

2013 Average = 2.81

Overall
- Q2: Quality of service
- Q3: Level of effort
- Q4: Success rate

Personnel & Process
- Q5: Communication
- Q6: Responsiveness
- Q7: Process

Very dissatisfied (1.0)　　Dissatisfied (2.0)　　Satisfied (3.0)　　Very satisfied (4.0)

Department showed statistically significant increase from 2014

Department showed statistically significant decline from 2014

Classification and Compensation had higher satisfaction scores in 4 out of the 6 questions and increased its average score by 0.16.

	Avg.
2013	2.81

New Baseline

2014	2.81
2015	2.97

56

Dept. Analysis: OHR – Business Operations and Performance Mgmt. : Class & Comp. (4/6)

CountyStat
Performance Measurement and Management

Rated By	Overall Score (out of 4)	Change from 2014
OHR	3.6	0.2
DLC	3.5	0.7
CEX	3.3	-0.1
PRO	3.2	N/A
MCFRS	3.2	0.0
DEP	3.2	-0.1
OCA	3.2	0.3
DPS	3.0	0.5
REC	3.0	0.3
DGS	2.9	0.3
HHS	2.8	0.1
FIN	2.8	-0.2
MCPD	2.8	0.0
DTS	2.8	0.0
LIB	2.7	0.0
OMB	2.7	0.3
DOT	2.7	0.1
DED	2.4	0.2
Average Rating	**3.0**	**0.2**

- 20 individual comments
  – 80% (16) negative
  – 20% (4) positive
  – 0% (0) neutral/suggestive
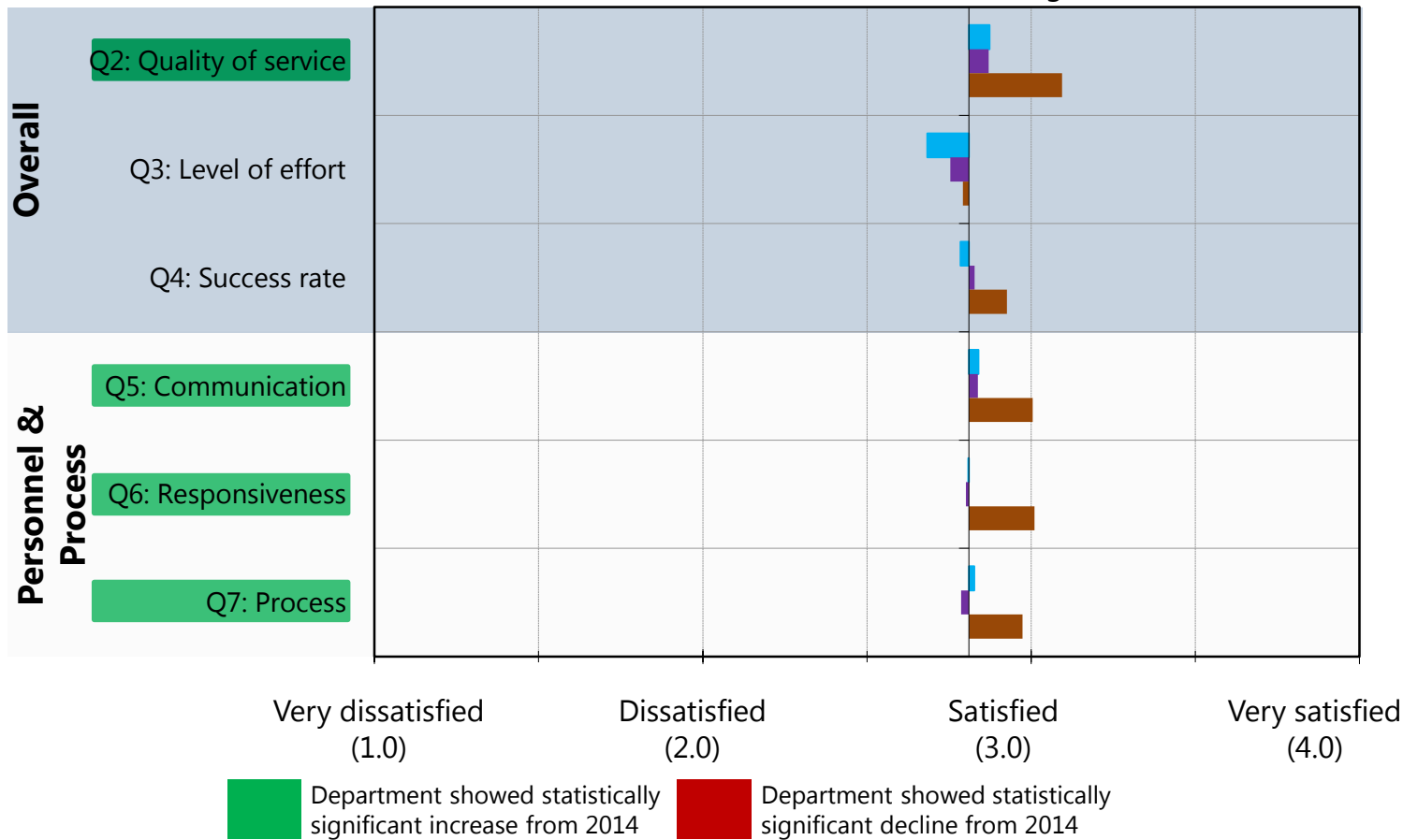
- Themes
  – Need for better communication from this section

*To maintain anonymity, departments with ≤3 respondents are not shown.

Green = Score increased by a statistically significant margin from 2014

Red = Score decreased by a statistically significant margin from 2014

Status of Follow-up Items:

Follow-up Item	Status	Department Comments
Develop user-friendly technology solutions to do what people currently do manually	Complete	Developed online emergency contact form and employment verification in 2015
Develop training for Managers to educate them on when to place an employee in LWOP status	Not Started	Before developing a training, OHR needs to define the process and areas of responsibility and determine if changes need to be made with the existing process, implement those changes.
Develop and on-line wage equity and a classification position description/study information technology system	In Progress	Wage equity training material has been developed. OHR has met with ERP.
Continue the business outreach/ partnership initiative, highlighting departments that have had a change of Director in 2015	Complete	There was business outreach to FIN, DPS, OCA, DED, and MCPL
Survey customers after each classification study	In Progress	OHR accepted studies during the month of November 2015; upon completion of those studies, the survey will be sent out.
Ensure that the Compensation Analyst/ expert works with HR IT representatives, ERP and customers to enhance experience	Complete	Worked with HR IT and ERP on various projects/ issues and have decreased the priority-one issues from 22 to 4

2016 Action Plan from Department:

- OHR needs to define the process and areas of responsibility and determine if changes need to be made with the existing process, implement those changes prior to developing a training for managers about LWOP status.
- Send out and review surveys upon completion of November 2015 classification studies
- Continue working with OHR information technology representatives and ERP on various projects/issues.

2013 Average = 3.04

Overall
- Q2: Quality of service
- Q3: Level of effort
- Q4: Success rate

Personnel & Process
- Q5: Communication
- Q6: Responsiveness
- Q7: Process

Very dissatisfied (1.0)　　Dissatisfied (2.0)　　Satisfied (3.0)　　Very satisfied (4.0)

Department showed statistically significant increase from 2014

Department showed statistically significant decline from 2014

EEO and Diversity Management satisfaction scores have been steady over the past three years.

	Avg.
2013	3.04
New Baseline	
2014	3.03
2015	3.08

CountyStat
Performance Measurement and Management

Rated By	Overall Score (out of 4)	Change from 2014
OHR	3.6	0.2
DLC	3.6	0.2
DED	3.4	-0.1
MCPD	3.3	0.1
DPS	3.2	0.3
LIB	3.1	-0.1
REC	3.1	-0.1
DOT	3.1	0.0
MCFRS	3.0	0.1
DTS	3.0	-0.3
PRO	3.0	N/A
DGS	3.0	0.1
FIN	2.9	-0.3
HHS	2.8	-0.1
OCA	2.1	-0.1
Average Rating	**3.1**	**0.1**

- 12 individual comments
  - 67% (8) negative
  - 33% (4) positive
  - 0% (0) neutral/suggestive

- Themes
  - Need for better communication regarding cases

*To maintain anonymity, departments with ≤3 respondents are not shown.

Green = Score increased by a statistically significant margin from 2014

Red = Score decreased by a statistically significant margin from 2014

Dept. Analysis: OHR – EEO & Diversity (3/4)

Status of Follow-up Items:

Follow-up Item	Status	Department Comments
Increase trainings, including customized trainings, supplemented by computer-based trainings	**Complete**	Provided training to DOCR, DTS, ECC, Police Executive, Library, DOT, OHR, Silver Spring Urban District, Housing, SVID (formerly Family Crimes), and County Council boot camp. OHR is currently working on computer-based training with DFRS.
Review training needs as well as a need to assume jurisdiction over certain departmental cases	**Complete**	EEO-related training (mandatory) provided to CEX and departments. Departments have requested onsite training in response to training needs. EEO has scheduled the above training. EEO-non labor cases, continually reviewing cases, on case by case basis to determine jurisdictional issues.
Institute a practice of status updates to departments, without reference to specifics in the investigation or compromising the same in order to increase communication	**In Progress**	With EEO cases, the EEO team works collaboratively with management and HR Liaisons to resolve cases during actual investigations and update status before closure.
Will conduct training for union representative on EEO laws/policies to minimize non-EEO related issues that are referred to this office by the union or self-initiated by employees	**In Progress**	Will confirm training post negotiations

2016 Action Plan from Department:

- Work with MCFRS for computer-based training to meet County mandates.
- Will confirm training for union representatives on EEO laws/policies after negotiations.

CountyStat
Performance Measurement and Management

2013 Average = 2.97

Overall
- Q2: Quality of service
- Q3: Level of effort
- Q4: Success rate

Personnel & Process
- Q5: Communication
- Q6: Responsiveness
- Q7: Process

Very dissatisfied (1.0) — Dissatisfied (2.0) — Satisfied (3.0) — Very satisfied (4.0)

Department showed statistically significant increase from 2014

Department showed statistically significant decline from 2014
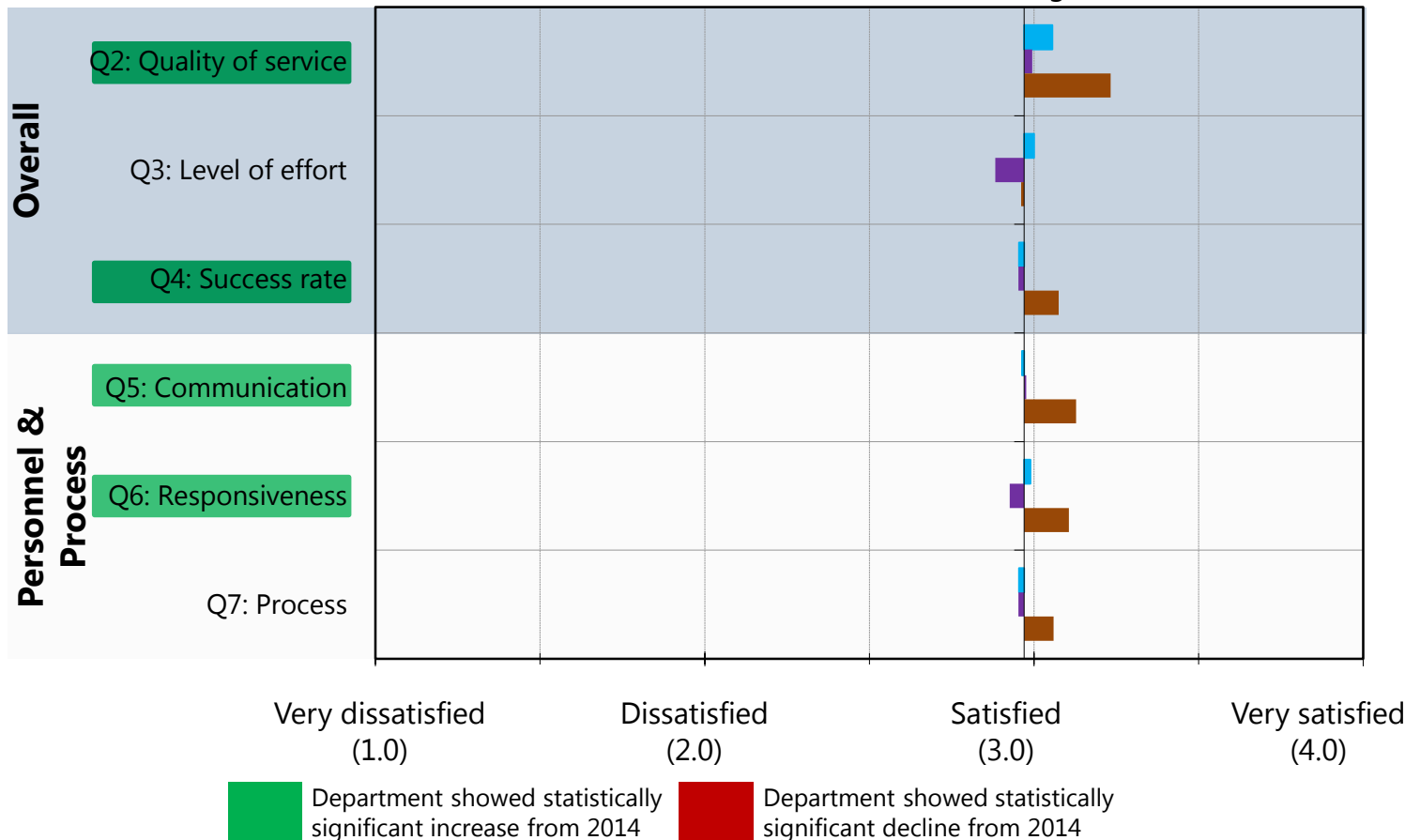
The Labor and Employee Relations Team improved in 4 of the 6 areas from 2014 to 2015.

	Avg.
2013	2.97
New Baseline	
2014	2.95
2015	3.09

Rated By	Overall Score (out of 4)	Change from 2014
OHR	3.7	0.0
DLC	3.6	0.5
OCA	3.4	0.5
MCFRS	3.2	-0.1
MCPD	3.2	0.3
DPS	3.1	0.4
DGS	3.0	0.3
DOT	3.0	0.2
PRO	3.0	N/A
LIB	3.0	0.1
REC	2.9	0.4
HHS	2.9	0.1
DTS	2.8	-0.3
FIN	2.8	0.0
Average Rating	**3.1**	**0.2**

- 14 individual comments
  - 29% (4) negative
  - 64% (9) positive
  - 7% (1) neutral/suggestive

- Themes
  - Staff are knowledgeable though could work on communication

*To maintain anonymity, departments with ≤3 respondents are not shown.

Green = Score increased by a statistically significant margin from 2014

Red = Score decreased by a statistically significant margin from 2014

Status of Follow-up Items:

Follow-up Item	Status	Department Comments
Develop a standardized climate survey for the entire organization	In Progress	OHR is in conversations with union leadership, CountyStat and key departments to research best practices to implement a County-wide employee survey in 2016.
Complete the telework policy	In Progress	The Pilot Telework Policies and Procedures were completed and signed with MCGEO on July 31, 2015. OHR has developed and is implementing a timeline for initiation of the Pilot Telework program in 7 County departments (DTS, DGS, DOT, DEP, MC311, HHS and OHR) by early February 2016.
Undergo general negotiations with MCGEO	In Progress	General contract negotiations are currently underway with MCGEO.

2016 Action Plan from Department:

- Working with CountyStat, key departments, and union leadership to research best practices to develop a County-wide employee survey in 2016.
- February 2016 – Expand the telework pilot program to 7 more County departments (DTS, DGS, DOT, DEP, MC311, HHS and OHR)

Dept. Analysis: OHR – Occupational Medical Services (1/3)

2013 Average = 3.03

Overall
- Q2: Quality of service
- Q3: Level of effort
- Q4: Success rate

Personnel & Process
- Q5: Communication
- Q6: Responsiveness
- Q7: Process

Very dissatisfied (1.0) — Dissatisfied (2.0) — Satisfied (3.0) — Very satisfied (4.0)

Department showed statistically significant increase from 2014
Department showed statistically significant decline from 2014
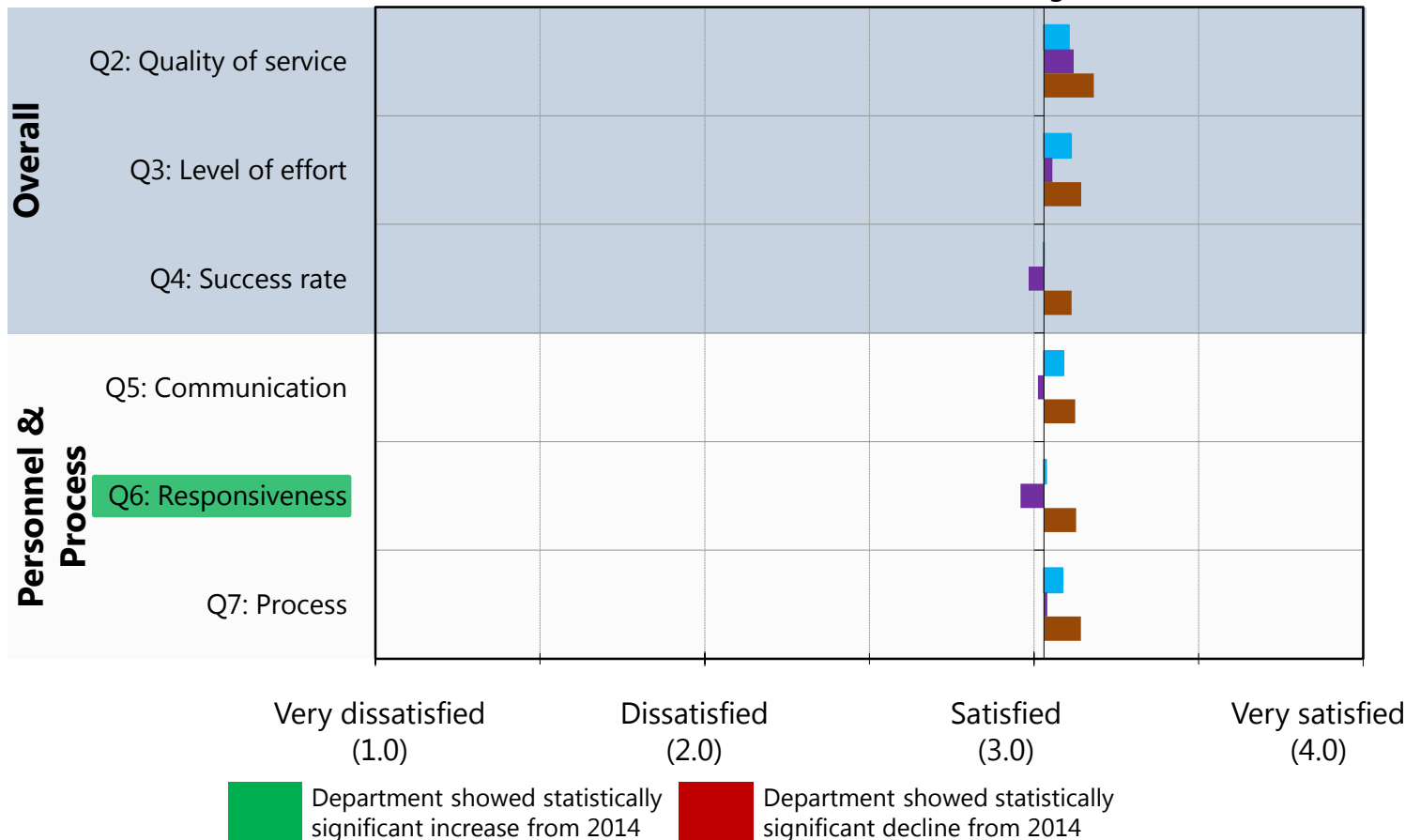
Occupational Medical Services had an increase in satisfaction with its responsiveness from 2014 to 2015.

	Avg.
2013	3.03
New Baseline	
2014	3.03
2015	3.14

Rated By	Overall Score (out of 4)	Change from 2014
OHR	3.87	0.2
MCFRS	3.54	0.0
DEP	3.42	0.8
CEX	3.35	0.3
CUPF	3.25	0.3
LIB	3.17	0.3
PRO	3.17	N/A
MCPD	3.14	0.3
DLC	3.13	0.0
DGS	3.10	0.2
REC	3.10	0.3
DPS	3.02	0.0
DTS	3.00	-0.1
DOT	2.93	0.1
HHS	2.83	0.0
FIN	2.80	-0.3
Average Rating	**3.1**	**0.1**

- 22 individual comments
  - 50% (11) negative
  - 50% (11) positive
  - 0% (0) neutral/suggestive

- Themes
  - Some improvements have been noticed by survey respondents (especially around FMLA), but others still see a lack of responsiveness from OMS.

*To maintain anonymity, departments with ≤3 respondents are not shown.
Green = Score increased by a statistically significant margin from 2014
Red = Score decreased by a statistically significant margin from 2014

Status of Follow-up Items:

- No follow-up items were created for OMS during the last meeting

2013 Average = 2.95
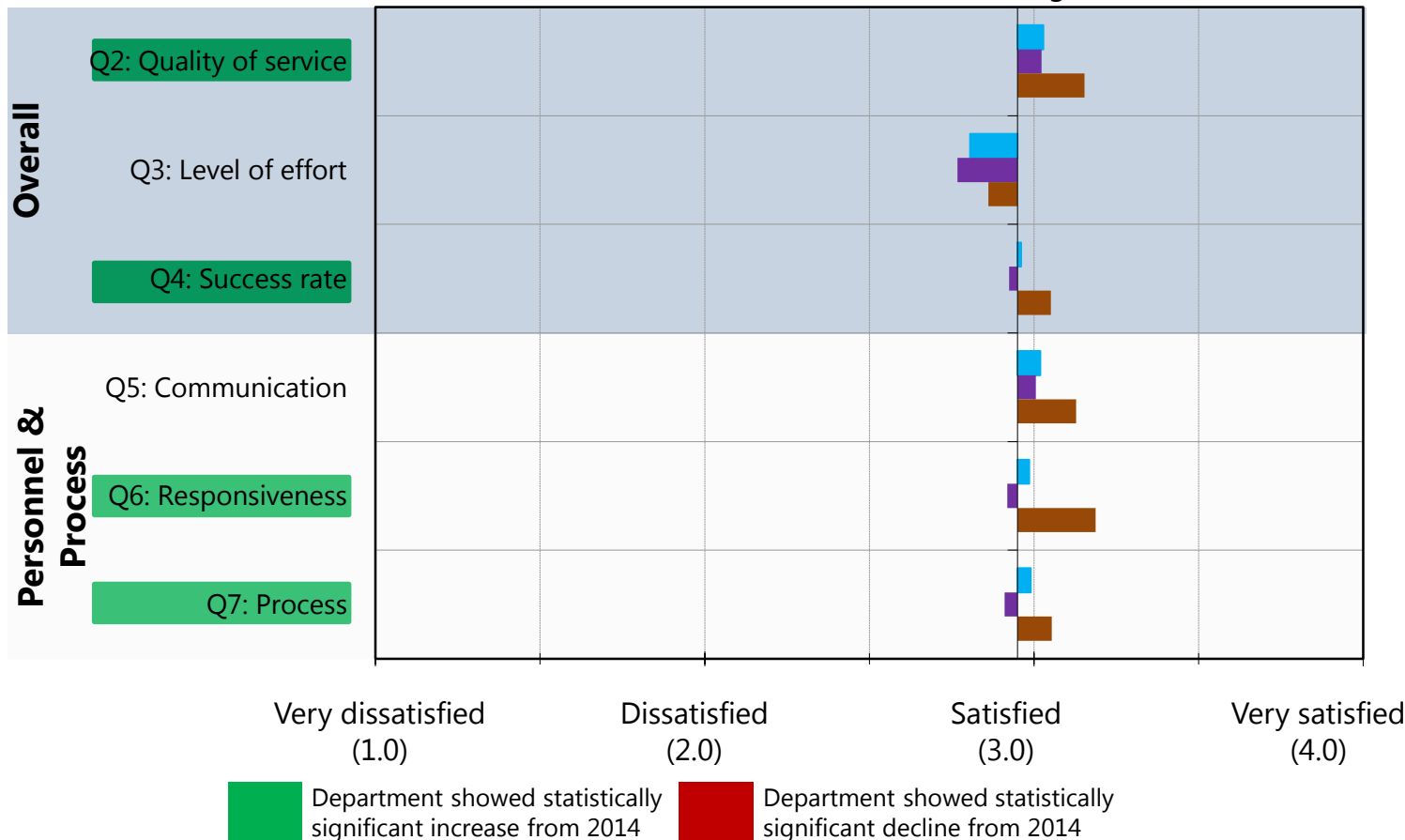
Recruitment and Selection saw satisfaction increase for 4 out of the 6 questions.

	Avg.
2013	2.95
New Baseline	
2014	2.92
2015	3.07

Overall
- Q2: Quality of service
- Q3: Level of effort
- Q4: Success rate

Personnel & Process
- Q5: Communication
- Q6: Responsiveness
- Q7: Process

Very dissatisfied (1.0) — Dissatisfied (2.0) — Satisfied (3.0) — Very satisfied (4.0)

Department showed statistically significant increase from 2014

Department showed statistically significant decline from 2014

71

Rated By	Overall Score (out of 4)	Change from 2014
OHR	3.8	-0.1
DLC	3.7	1.1
FIN	3.5	-0.1
CEX	3.3	0.1
CUPF	3.2	0.1
DEP	3.2	0.0
DGS	3.1	0.2
REC	3.1	-0.1
MCPD	3.1	0.2
MCFRS	3.1	-0.4
HHS	3.1	0.4
PRO	2.9	N/A
DPS	2.9	0.6
DED	2.8	0.5
DTS	2.8	-0.4
LIB	2.7	0.5
DOT	2.7	-0.2
OCA	2.5	0.0
Average Rating	**3.1**	**0.2**

- 32 individual comments
  - 59% (19) negative
  - 38% (12) positive
  - 3% (1) neutral/suggestive

- Themes
  - Hiring process is overall too slow, outdated, and cumbersome
  - Need more help in finding and recruiting talent

*To maintain anonymity, departments with ≤3 respondents are not shown.

Green = Score increased by a statistically significant margin from 2014

Red = Score decreased by a statistically significant margin from 2014
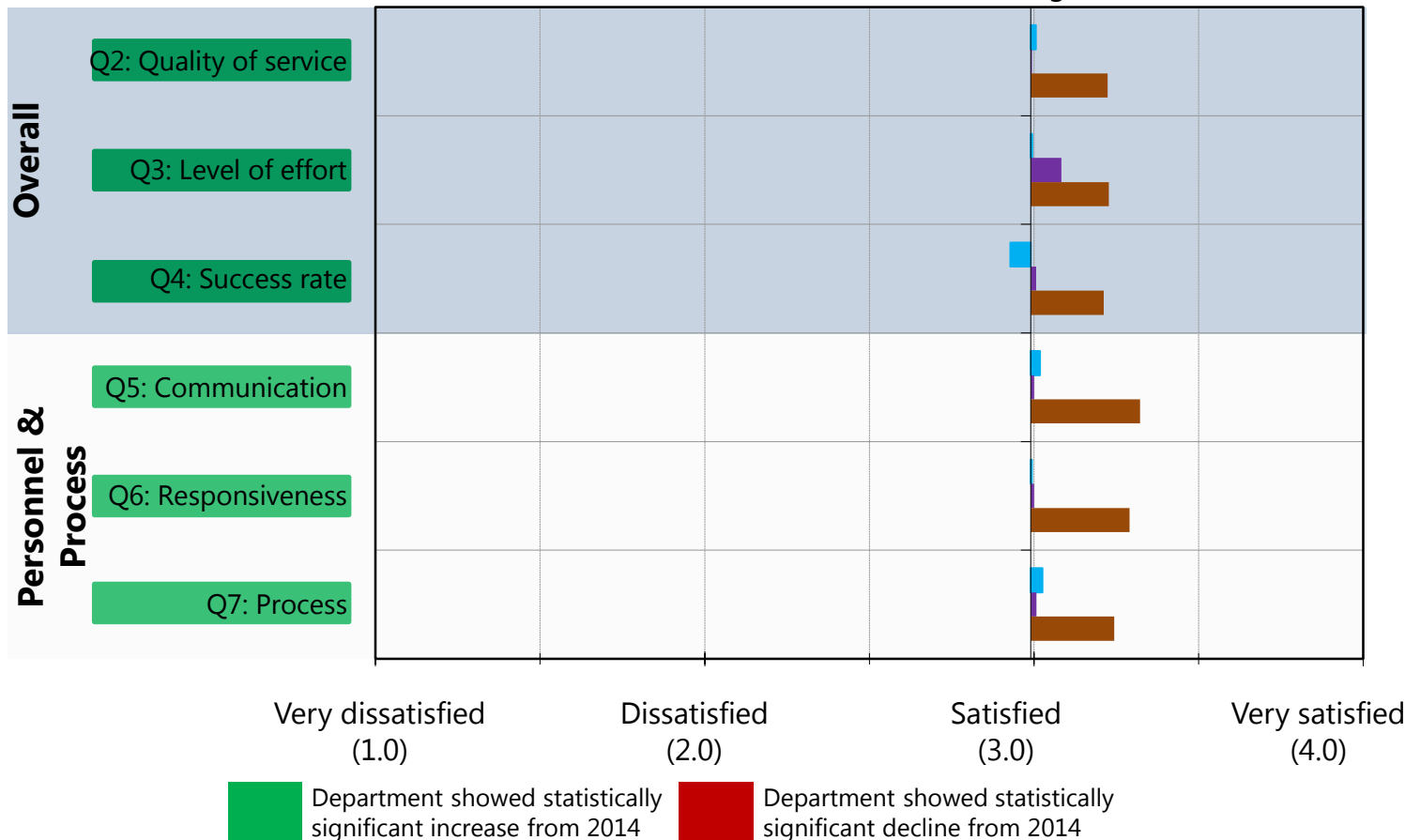
Status of Follow-up Items:

Follow-up Item	Status	Department Comments
Work with the Chief Innovation Officer to identify and implement process improvements as part of the "Talent Acquisition Development Initiative"	Complete	The Talent Acquisition and Development Initiative Report of Findings was provided in late November 2015 and recommendations were shared with the Chief Administrative Officer.
Partner with Classification and Compensation to conduct a Class Specification review of the Minimum Qualifications of all Montgomery County Government occupational classes, and potentially replace iRecruitment with a different system	On Hold	Due to the current fiscal situation, the Office of Human Resources is unable to conduct a comprehensive Classification Specification review of all positions.
Will pilot a system to remind resume raters of what needs to be done at specific intervals	On Hold	This item is on hold pending review and discussions with ERP regarding leveraging iRecruitment and Oracle capabilities and/or roll out of a new system.
Creating a background investigation policy	On Hold	This item has been placed on hold until FY17 as OHR has focused this year on the re-engineering of the Candidate Qualification Process

2016 Action Plan from Department:

- Continue working with ERP to determine if the current iRecruitment Oracle system can be leveraged to improve system effectiveness

Dept. Analysis: OHR – Training & Org. Development (1/4)

CountyStat
Performance Measurement and Management

2013 Average = 2.99

Overall
- Q2: Quality of service
- Q3: Level of effort
- Q4: Success rate

Personnel & Process
- Q5: Communication
- Q6: Responsiveness
- Q7: Process

Very dissatisfied (1.0) — Dissatisfied (2.0) — Satisfied (3.0) — Very satisfied (4.0)

Department showed statistically significant increase from 2014

Department showed statistically significant decline from 2014

The average scores for Training and Organizational Development improved by 0.23 from 2014 to 2015 with scores improved for each question. Some of the change may be due to no longer having Change Management covered under this section.

	Avg.
2013	2.99
New Baseline	
2014	3.02
2015	3.25

Rated By	Overall Score (out of 4)	Change from 2014
OHR	3.8	-0.1
CUPF	3.6	0.0
CEX	3.4	-0.2
PRO	3.4	N/A
DPS	3.4	0.6
FIN	3.4	0.1
DOT	3.3	0.3
DGS	3.3	0.6
DLC	3.3	0.2
DEP	3.3	0.3
DED	3.3	-0.1
MCFRS	3.3	0.1
MCPD	3.3	0.4
OMB	3.3	-0.4
LIB	3.2	0.4
DTS	3.1	0.1
HHS	3.1	0.2
REC	3.0	0.1
OCA	2.8	-0.1
Average Rating	**3.3**	**0.2**

- 15 individual comments
  - 27% (4) negative
  - 67% (10) positive
  - 6% (1) neutral/suggestive

- Themes
  - Managers find great value in this section and would like to see more offerings

*To maintain anonymity, departments with ≤3 respondents are not shown.

Green = Score increased by a statistically significant margin from 2014

Red = Score decreased by a statistically significant margin from 2014

CountyStat
Performance Measurement and Management

Status of Follow-up Items:

Follow-up Item	Status	Department Comments
Seeking additional contractor funding to reinstate a Management Development Program curriculum including New Manager Orientation, Transition from Staff to Management, Advanced Leadership eLearning, and Executive Development Program as part of County-wide succession planning and knowledge management initiative	**In Progress**	Due to County-wide fiscal constraints, the request for additional funding for the Management Development Program curriculum was denied. Accordingly, OHR is in the process of developing a Management Development Program curriculum with a staggered implementation over multiple years.
Exploring use of eLearning technology for mandatory OHR refresher training programs	**Complete**	Assessed the cost/benefit of eLearning vs. instructor led courses. Partnered with MCFRS and EEO Team for online version of preventing workplace harassment class.
Enhancing Training dashboard to show staff names who have not completed training and continue to train stakeholders how to access employee training compliance records	**Complete**	OHR implemented new BI dashboard in 2015 to track training compliance. Trained to over 200 Human Resources Liaisons and Managers on the use of the Training Enrollment dashboard
Continue to meet with departments on a bi-monthly basis to discuss training needs, succession planning, and knowledge management to enhance employee performance	**Complete**	OHR met with managers and staff from numerous departments to discuss training needs, succession planning and knowledge management to enhance employee performance.

2016 Action Plan from Department:

- OHR is in the process of developing a Management Development Program curriculum with a staggered implementation over multiple years due to funding constraints.
- If passes final review process, implement for MCFRS an eLearning option for the mandatory Preventing Workplace Harassment program

Dept. Analysis: Management and Budget (1/4)

2009 Average = 3.00

Scores for the Office of Management and Budget were steady from 2014 to 2015.
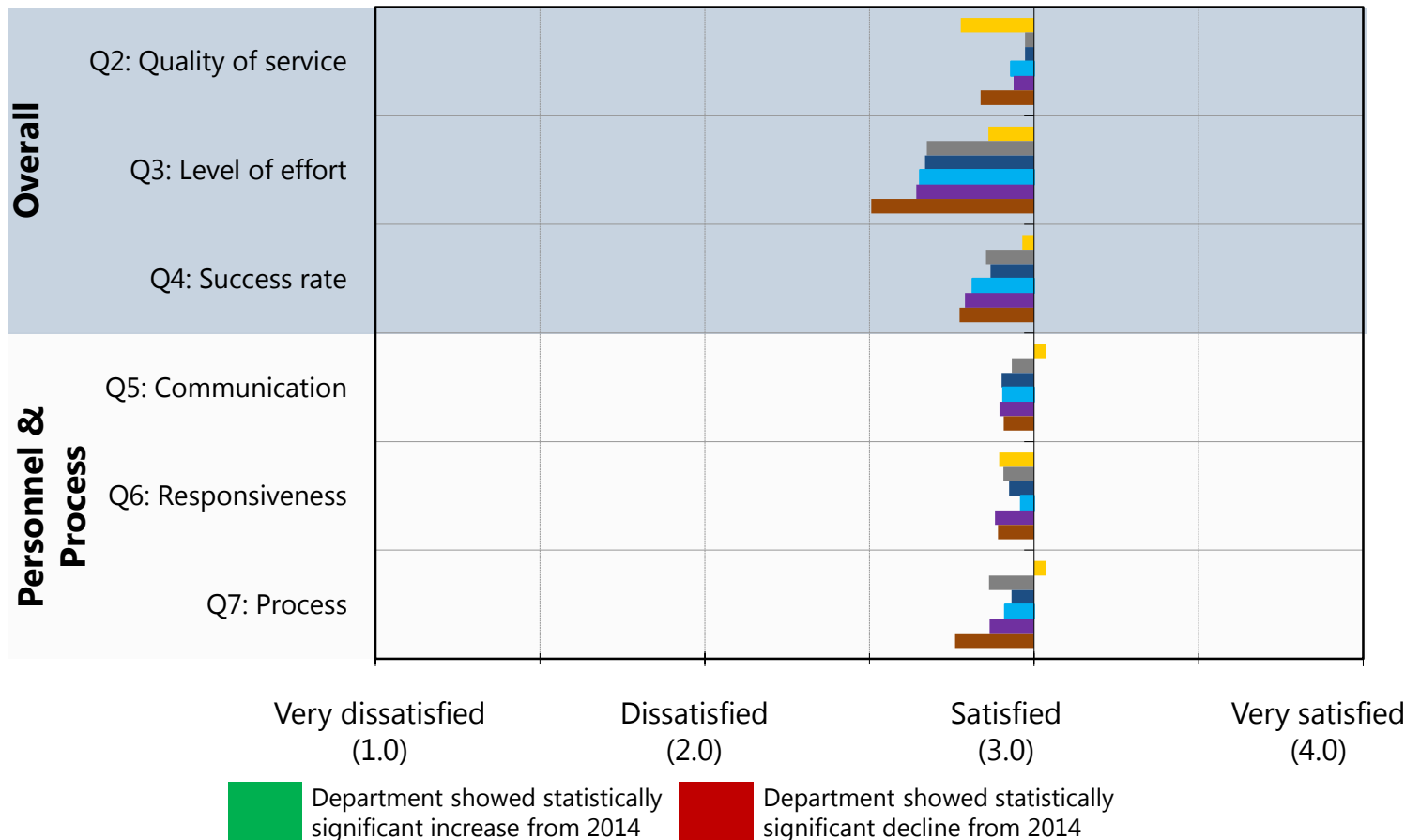
	Avg.
2009	3.00
2010	2.97
2011	2.88
2012	2.91
2013	2.89
New Baseline	
2014	2.84
2015	2.78

CountyStat
Performance Measurement and Management

Rated By	Overall Score (out of 4)	Change from 2014
DLC	3.4	0.2
CUPF	3.3	0.1
OCA	3.2	0.1
DTS	3.2	0.1
FIN	3.1	-0.2
DPS	3.1	0.2
CEX	3.0	-0.1
REC	2.8	-0.4
PRO	2.8	N/A
DEP	2.8	0.2
MCFRS	2.7	-0.3
DOT	2.7	-0.4
HHS	2.6	0.1
OHR	2.6	-0.2
CEC	2.5	0.2
DGS	2.4	0.0
DED	2.4	-0.8
MCPD	2.3	0.0
Average Rating	**2.8**	**-0.1**

- 36 individual comments
  - 69% (25) negative
  - 25% (9) positive
  - 6% (2) neutral/suggestive

- Themes
  - Need better tracking and responsiveness on procurement and hiring freeze exemptions
  - Need to be more diplomatic and open to suggestions

*To maintain anonymity, departments with ≤3 respondents are not shown.

Green = Score increased by a statistically significant margin from 2014

Red = Score decreased by a statistically significant margin from 2014

CountyStat
Performance Measurement and Management

Status of Follow-up Items:

Follow-up Item	Status	Department Comments
Working on the analysts' relationships with departments	**Complete**	Held staff retreat, site visits, same portfolios where possible, and feedback sessions with departments.
OMB Director wants to visit the departments that rated them the lowest	**Complete**	Held informal sessions with various dept. heads
Looking at ways to simplify processes	**Complete**	eBudget and new BASIS systems replaced over 11 Access databases, 5 separate IT applications and publication system
Working with ERP / Oracle to improve Hyperion issues	**Complete**	Include ERP representative in budget process
Developing new system (BASIS 2.0) to replace outdated existing operating budget submission systems	**Complete**	In production for FY17 budget cycle
OMB will have further development of its eBudget platform	**Complete**	Streamlined and developed modules for FY17 budget process
Integration of the Capital budget into the Open Data Online Publication	**Complete**	Now online

2016 Action Plan from Department:

- Continue to look for ways to streamline processes, improve accountability, and increase access to information
- Continue to work to improve interdepartmental relationships and customer service by providing staff development opportunities; continue conducting internal customer surveys; conduct formal and informal discussions with department managers and lead budget personnel
- Work to improve collaboration between OMB and departments

2009 Average = 3.23

Overall
- Q2: Quality of service
- Q3: Level of effort
- Q4: Success rate

Personnel & Process
- Q5: Communication
- Q6: Responsiveness
- Q7: Process

Very dissatisfied (1.0)　　Dissatisfied (2.0)　　Satisfied (3.0)　　Very satisfied (4.0)

■ Department showed statistically significant increase from 2014
■ Department showed statistically significant decline from 2014
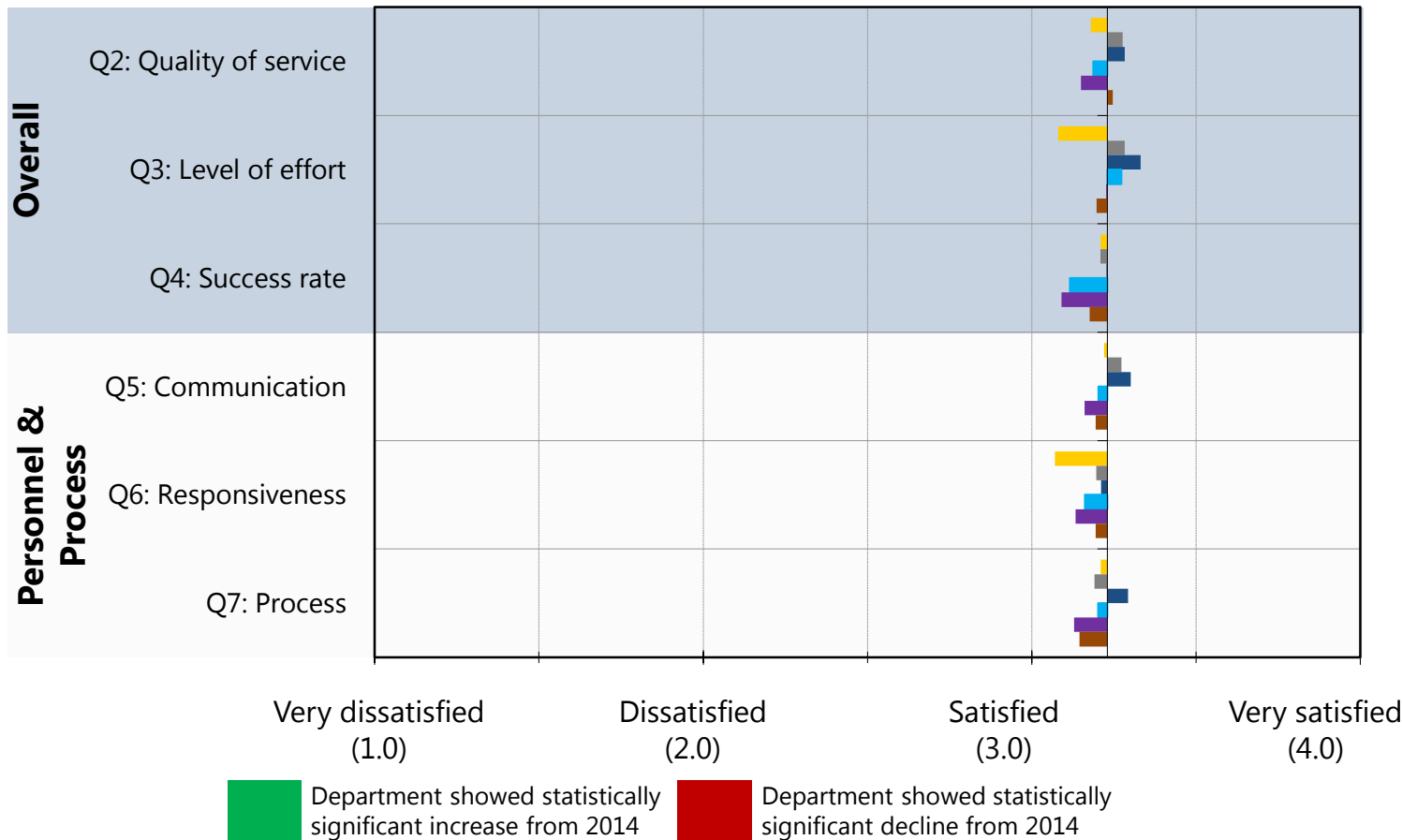
Satisfaction ratings for the Office of Public Information remained at a high year-over-year.

	Avg.
2009	3.23
2010	3.16
2011	3.19
2012	3.25
2013	3.16
New Baseline	
2014	3.15
2015	3.19

Rated By	Overall Score (out of 4)	Change from 2014
OCA	3.5	0.0
LIB	3.5	0.2
DTS	3.4	0.4
FIN	3.4	0.1
CEC	3.3	0.0
DGS	3.3	0.3
PRO	3.3	N/A
CUPF	3.3	-0.3
MCPD	3.2	-0.1
DLC	3.2	0.0
HHS	3.2	0.1
MCFRS	3.1	0.5
OHR	3.1	-0.4
CEX	3.0	0.5
DPS	3.0	0.1
REC	2.9	-0.1
DOT	2.8	-0.3
Average Rating	**3.2**	**0.0**

- 11 individual comments
  - 36% (4) negative
  - 64% (7) positive
  - 0% (0) neutral/suggestive

- Themes
  - PIO staff are responsive

*To maintain anonymity, departments with ≤3 respondents are not shown.

Green = Score increased by a statistically significant margin from 2014

Red = Score decreased by a statistically significant margin from 2014

Status of Follow-up Items:

Follow-up Item	Status	Department Comments
Continue weekly internal meetings to closely track graphics and design deadlines	Complete	On-going
Hold deeper discussions with departments on their "beats" on their needs and the ways in which PIO can ensure better coverage and support their missions	Complete	PIOs were instructed by PIO director Patrick Lacefield to "walk" their beats and meet with the leadership and staff in their respective beats to obtain a greater understanding of needs and how best PIO can serve those needs. That improvement process has been in progress since November 2015.

2016 Action Plan from Department:

- PIO Deputy Director is working to establish and/or improve processes for the various services PIO provides to its clients.

2009 Average = 3.09

Overall
- Q2: Quality of service
- Q3: Level of effort
- Q4: Success rate

Personnel & Process
- Q5: Communication
- Q6: Responsiveness
- Q7: Process

Very dissatisfied (1.0) | Dissatisfied (2.0) | Satisfied (3.0) | Very satisfied (4.0)

Department showed statistically significant increase from 2014

Department showed statistically significant decline from 2014

After a slight dip in satisfaction in 2014, scores for each question returned closer to 2013 averages.

	Avg.
2009	3.09
2010	3.04
2011	2.97
2012	3.00
2013	3.12

New Baseline

2014	2.97
2015	3.11

87

Rated By	Overall Score (out of 4)	Change from 2014
DTS	3.7	0.1
CEX	3.6	0.3
CUPF	3.6	0.7
CEC	3.4	0.0
DLC	3.4	0.3
FIN	3.3	-0.1
DEP	3.3	0.6
DOT	3.2	0.0
MCPD	3.1	0.5
HHS	3.1	0.2
DGS	3.0	0.2
DPS	3.0	0.3
REC	2.9	0.7
PRO	2.9	N/A
OHR	2.9	-0.1
DED	2.8	-0.4
OCA	2.8	-0.2
LIB	2.6	0.3
MCFRS	2.6	-0.6
Average Rating	**3.1**	**0.1**

- 38 individual comments
  - 42% (16) negative
  - 58% (22) positive
  - 0% (0) neutral/suggestive

- Themes
  - Need better support for 24/7 operations
  - Timely responses from DTS staff

*To maintain anonymity, departments with ≤3 respondents are not shown.
Green = Score increased by a statistically significant margin from 2014
Red = Score decreased by a statistically significant margin from 2014

Dept. Analysis: Technology Services (3/4)

Status of Follow-up Items:

Follow-up Item	Status	Department Comments
Meet with departments on a regular basis	Complete	TOMG, IPAC (quarterly meetings), Individual departments (as needed). This past year have worked closely with departments such as libraries and consumer protection.
Improve in the area of internal communications, beyond a department's internal IT staff [What about smaller departments that do not have their own IT staff?]	Complete	Send regular correspondence via e-mail to MLS, COOs, directors. In addition, DTS has created workgroups.
Conduct a review of DTS's "core services"	In Progress	DTS is looking to realign resources to improve agility and understanding of customer needs.
Examine their service metrics (e.g. help desk ticket closure)	In Progress	DCM help desk tickets reviewed on a monthly basis. Reviews for other support teams planned.

2016 Action Plan from Department:

- Continue outreach and communications initiatives
- Realign resources to improve agility to fulfill customer needs
- Realign resources to improve understanding customer needs and plan
  - For 17 DTS is looking to increase the web developer resources and establish an "account representatives" model, however this is contingent on budget requests DTS has submitted to OMB.

Quantitative Data Analysis by Question

2009 Average = 3.07

Chart categories (top to bottom):
- County-wide Overall
- County Attorney
- Finance
- DGS-Bldg Services
- DGS-Capital Dev Needs
- DGS-Fleet Services
- DGS-Leased Space Needs
- DGS-Print/Mail/Archives
- Office of Procurement
- Management & Budget
- Public Information
- Technology Services

X-axis:
- Very dissatisfied (1.0)
- Dissatisfied (2.0)
- Satisfied (3.0)
- Very satisfied (4.0)

Legend:
- Department showed statistically significant increase from 2014
- Department showed statistically significant decline from 2014

Full Question:
Rate your satisfaction with the overall quality of service received by the following Departments.

County-wide Overall Avg.

Year	Avg.
2010	3.02
2011	2.95
2012	3.04
2013	3.06
2014	3.03
2015	3.13

Q2: Quality of Service (2/2)

CountyStat
Performance Measurement and Management

2009 Average = 3.07

Categories (top to bottom):
- County-wide Overall
- Human Resources (2010-2012)
- HR-Benefits
- HR-Records Management
- HR-EEO & Diversity
- HR-Labor/Employee Relations
- HR-Occupational Medical Services
- HR-Recruitment & Selection
- HR-Classification & Compensation
- HR-Training & Org Dev

Scale:
- Very dissatisfied (1.0)
- Dissatisfied (2.0)
- Satisfied (3.0)
- Very satisfied (4.0)

Legend:
- Department showed statistically significant increase from 2014 (green)
- Department showed statistically significant decline from 2014 (red)
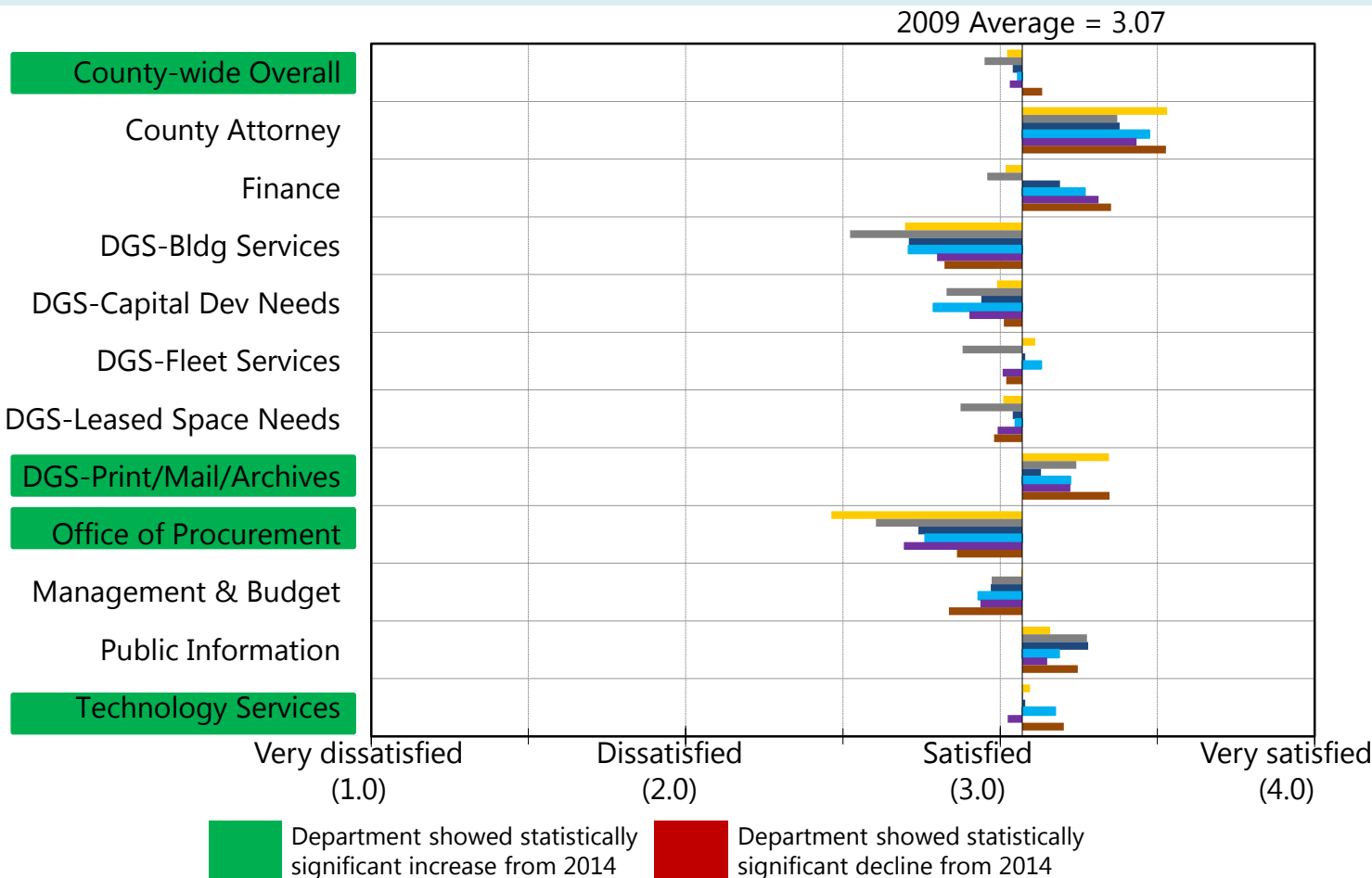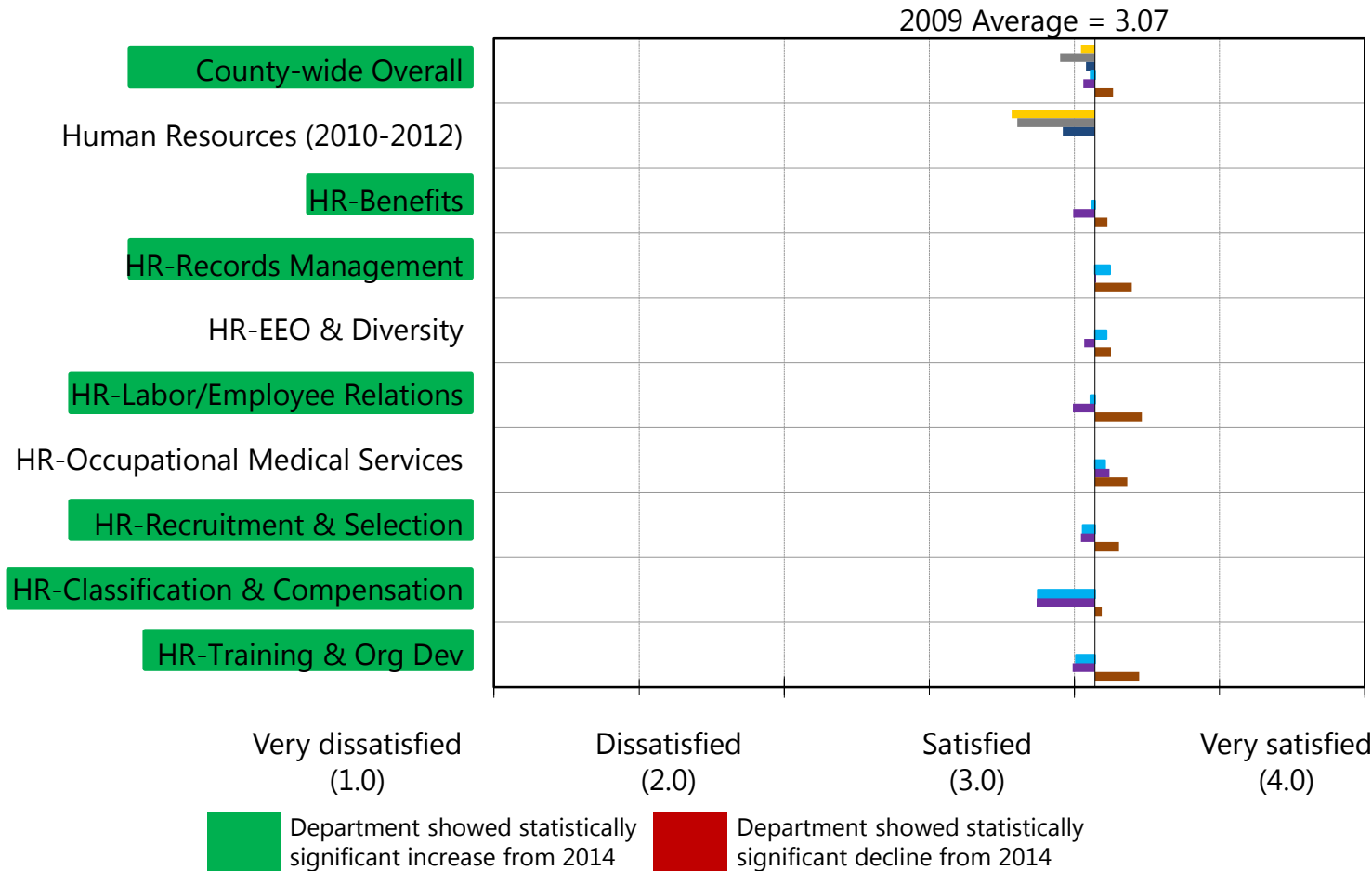
Full Question:
Rate your satisfaction with the overall quality of service received by the following Departments.

County-wide Overall Avg.

Year	Avg.
2010	3.02
2011	2.95
2012	3.04
2013	3.06
2014	3.03
2015	3.13

2009 Average = 2.90

Departments (top to bottom):
- County-wide Overall
- County Attorney
- Finance
- DGS-Bldg Services
- DGS-Capital Dev Needs
- DGS-Fleet Services
- DGS-Leased Space Needs
- DGS-Print/Mail/Archives
- Office of Procurement
- Management & Budget
- Public Information
- Technology Services

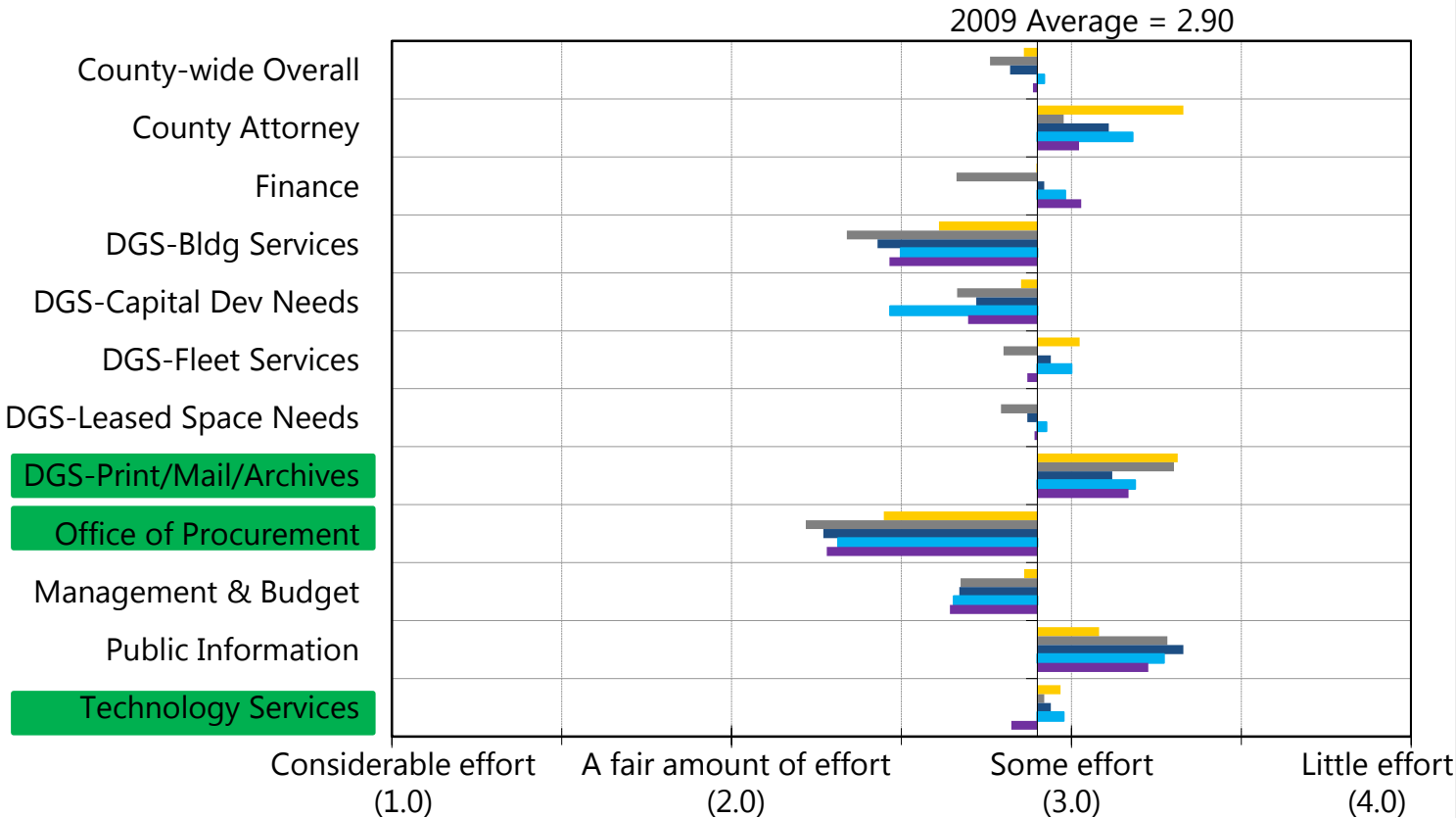X-axis: Considerable effort (1.0) — A fair amount of effort (2.0) — Some effort (3.0) — Little effort (4.0)

Full Question:
Rate the level of effort your Department must invest to successfully utilize the Department's service(s).

County-wide Overall Avg.	
2010	2.86
2011	2.76
2012	2.82
2013	2.92
2014	2.89
2015	2.93

Legend:
- Department showed statistically significant increase from 2014 (green)
- Department showed statistically significant decline from 2014 (red)

94

CountyStat
Performance Measurement and Management

Full Question:
Rate the level of effort your Department must invest to successfully utilize the Department's service(s).

2009 Average = 2.90

Categories (top to bottom):
- County-wide Overall
- Human Resources (2010-2012)
- HR-Benefits
- HR-Records Management
- HR-EEO & Diversity
- HR-Labor/Employee Relations
- HR-Occupational Medical Services
- HR-Recruitment & Selection
- HR-Classification & Compensation
- HR-Training & Org Dev

X-axis: Considerable effort (1.0) — A fair amount of effort (2.0) — Some effort (3.0) — Little effort (4.0)

County-wide Overall Avg.	
2010	2.86
2011	2.76
2012	2.82
2013	2.92
2014	2.89
2015	2.93

Legend:
- Department showed statistically significant increase from 2014 (green)
- Department showed statistically significant decline from 2014 (red)

2009 Average = 2.95

Chart categories (top to bottom):
- County-wide Overall
- County Attorney
- Finance
- DGS-Bldg Services
- DGS-Capital Dev Needs
- DGS-Fleet Services
- DGS-Leased Space Needs
- DGS-Print/Mail/Archives
- Office of Procurement
- Management & Budget
- Public Information
- Technology Services

X-axis: Rarely (1.0) — Some of the time (2.0) — Most of the time (3.0) — All of the time (4.0)

Full Question:
Rate how often the following Departments successfully meet the needs and requirements of your Department.

County-wide Overall Avg.	
2010	2.91
2011	2.84
2012	2.93
2013	2.94
2014	2.95
2015	3.04

Department showed statistically significant increase from 2014

Department showed statistically significant decline from 2014

Q4: Success Rate (2/2)
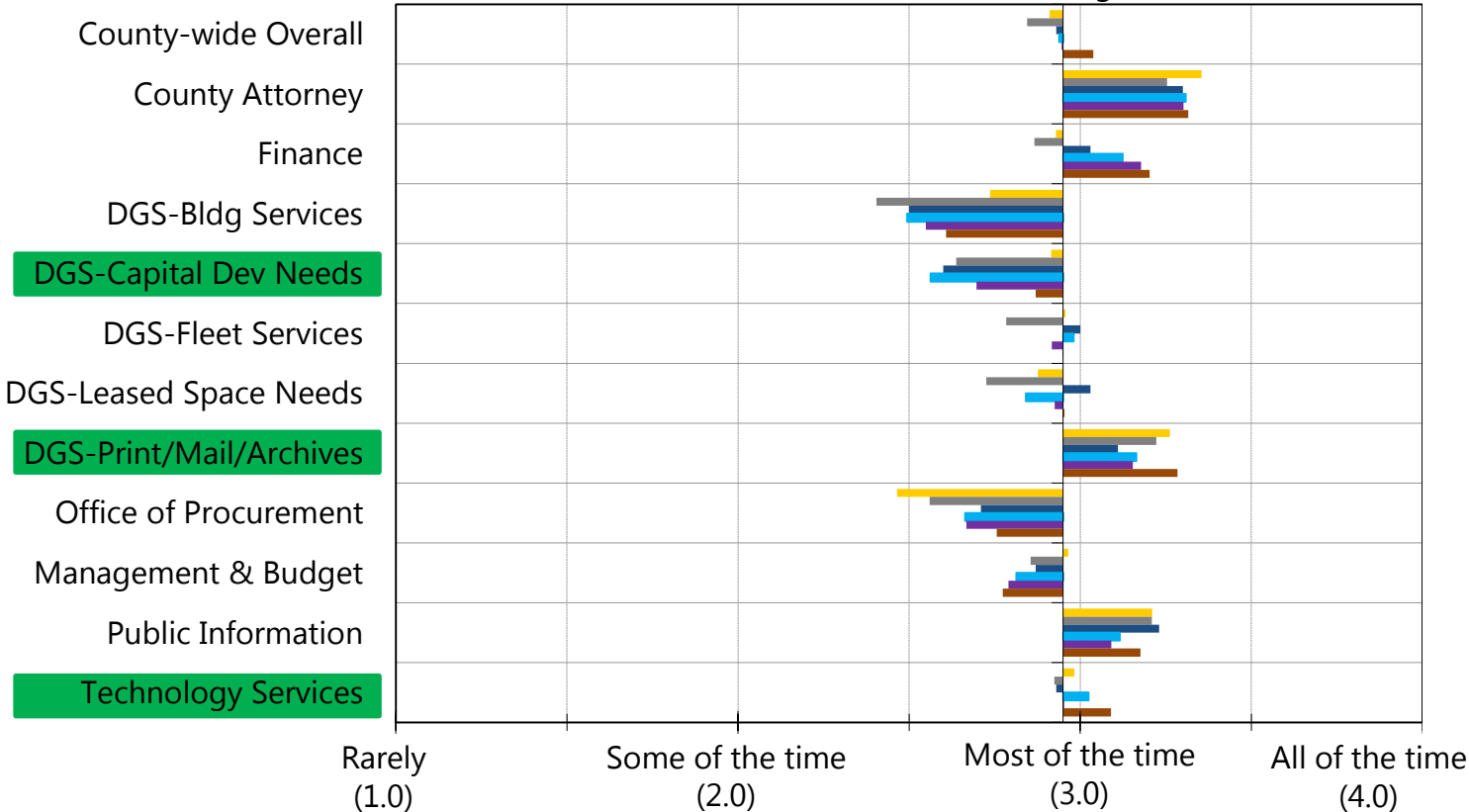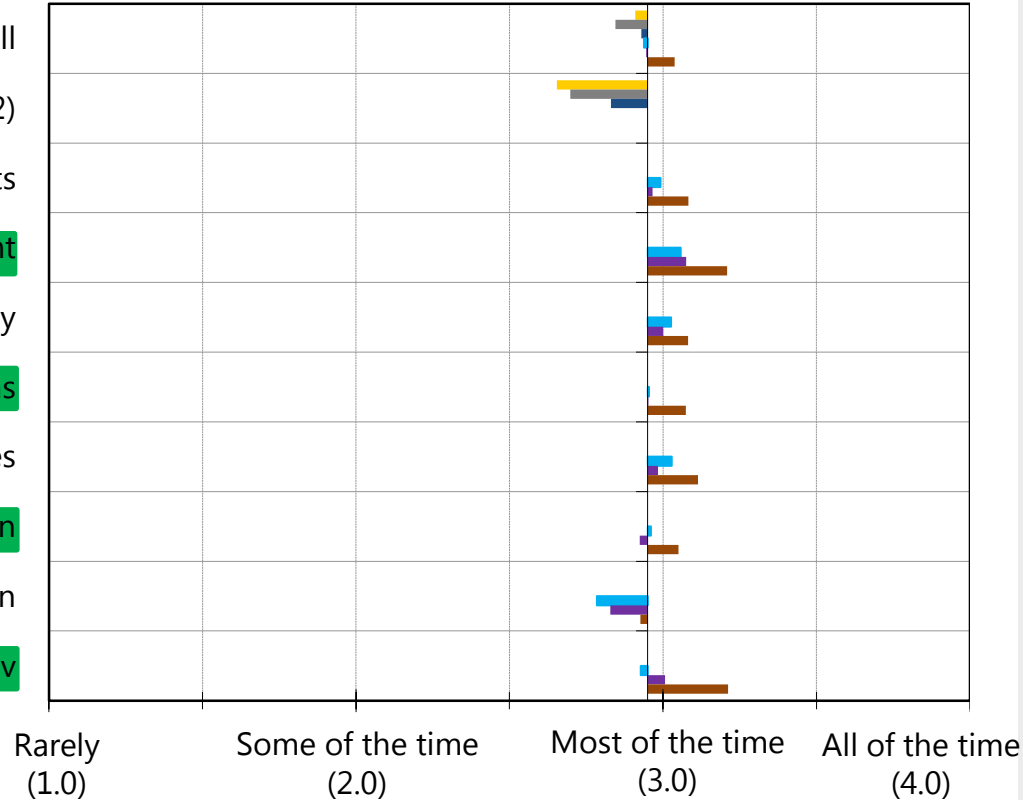

2009 Average = 2.95

Chart categories (top to bottom):
- County-wide Overall
- Human Resources (2010-2012)
- HR-Benefits
- HR-Records Management
- HR-EEO & Diversity
- HR-Labor/Employee Relations
- HR-Occupational Medical Services
- HR-Recruitment & Selection
- HR-Classification & Compensation
- HR-Training & Org Dev

X-axis:
Rarely (1.0) — Some of the time (2.0) — Most of the time (3.0) — All of the time (4.0)

Legend:
- Department showed statistically significant increase from 2014
- Department showed statistically significant decline from 2014

Full Question:
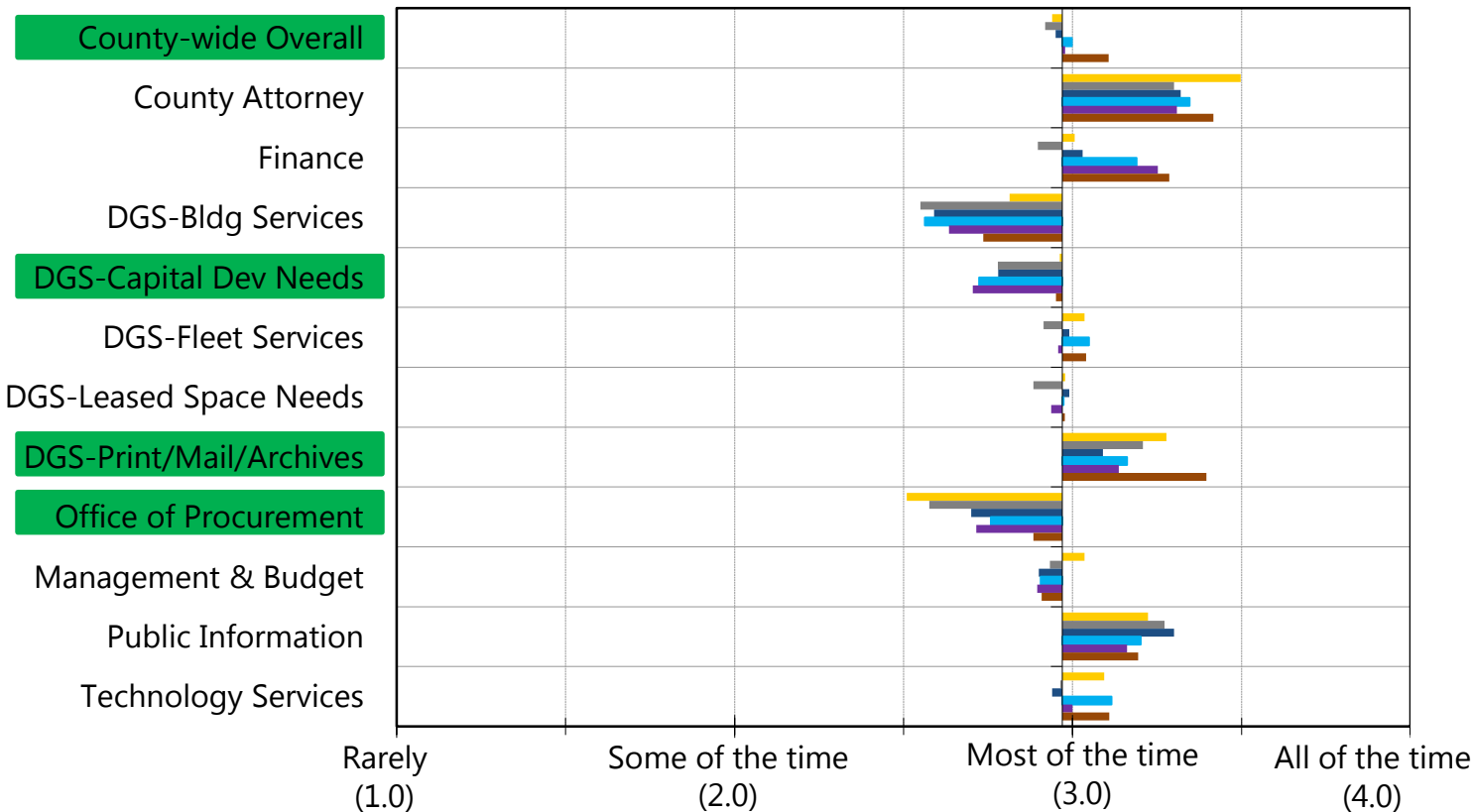*Rate how often the following Departments successfully meet the needs and requirements of your Department.*

County-wide Overall Avg.	
2010	2.91
2011	2.84
2012	2.93
2013	2.94
2014	2.95
2015	3.04

2009 Average = 2.97

Categories (top to bottom):
- County-wide Overall
- County Attorney
- Finance
- DGS-Bldg Services
- DGS-Capital Dev Needs
- DGS-Fleet Services
- DGS-Leased Space Needs
- DGS-Print/Mail/Archives
- Office of Procurement
- Management & Budget
- Public Information
- Technology Services

X-axis:
- Rarely (1.0)
- Some of the time (2.0)
- Most of the time (3.0)
- All of the time (4.0)

Full Question:
Rate how often Department staff were able to explain and answer questions to your satisfaction.
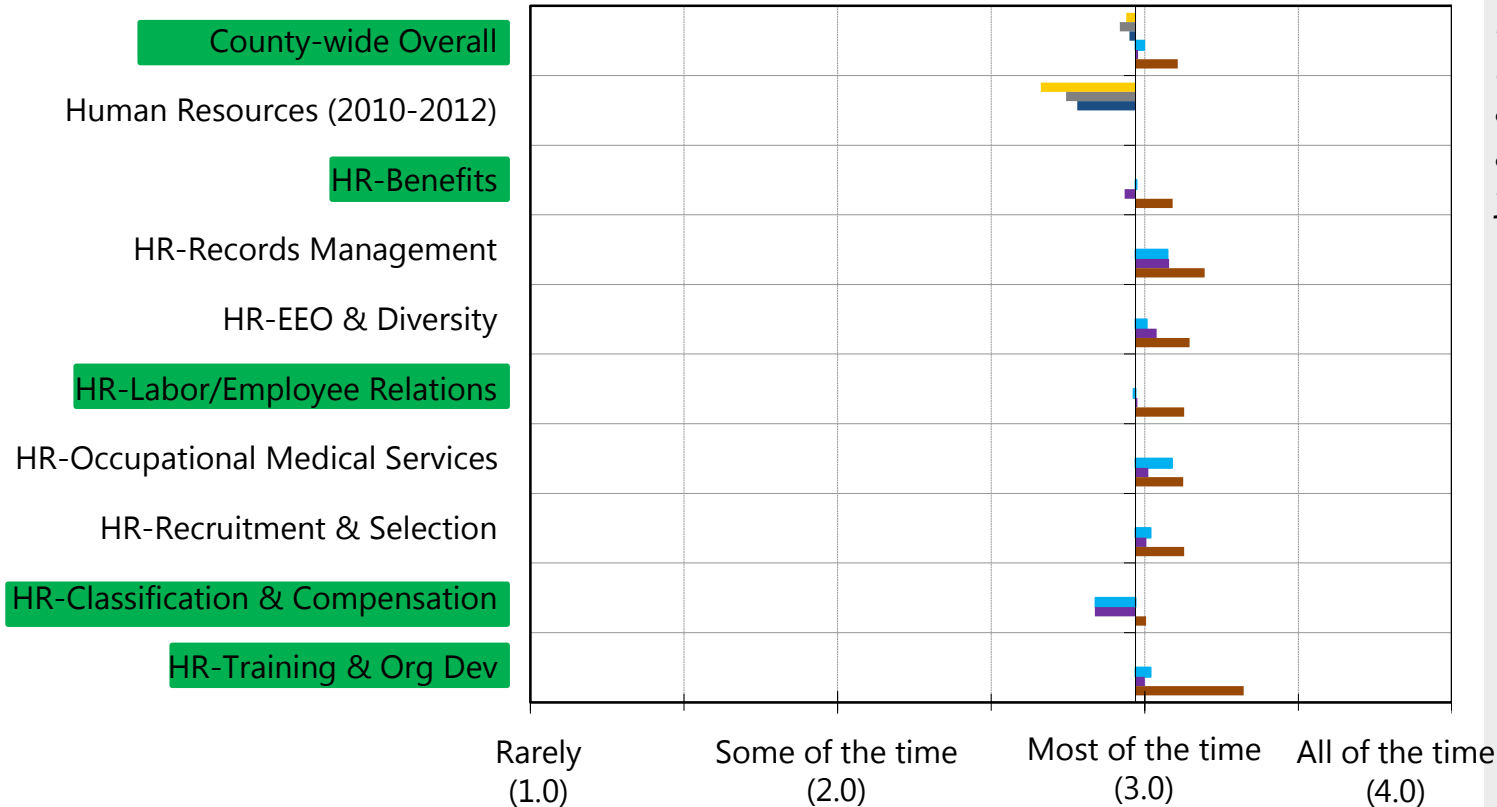
County-wide Overall Avg.	
2010	2.94
2011	2.92
2012	2.95
2013	3.00
2014	2.98
2015	3.11

Department showed statistically significant increase from 2014

Department showed statistically significant decline from 2014

98

Q5: Communication (2/2)

Q6: Responsiveness (1/2)

CountyStat
Performance Measurement and Management

2009 Average = 2.98

Categories (top to bottom):
- County-wide Overall
- County Attorney
- Finance
- DGS-Bldg Services
- DGS-Capital Dev Needs
- DGS-Fleet Services
- DGS-Leased Space Needs
- DGS-Print/Mail/Archives
- Office of Procurement
- Management & Budget
- Public Information
- Technology Services

X-axis:
Rarely (1.0) — Some of the time (2.0) — Most of the time (3.0) — All of the time (4.0)
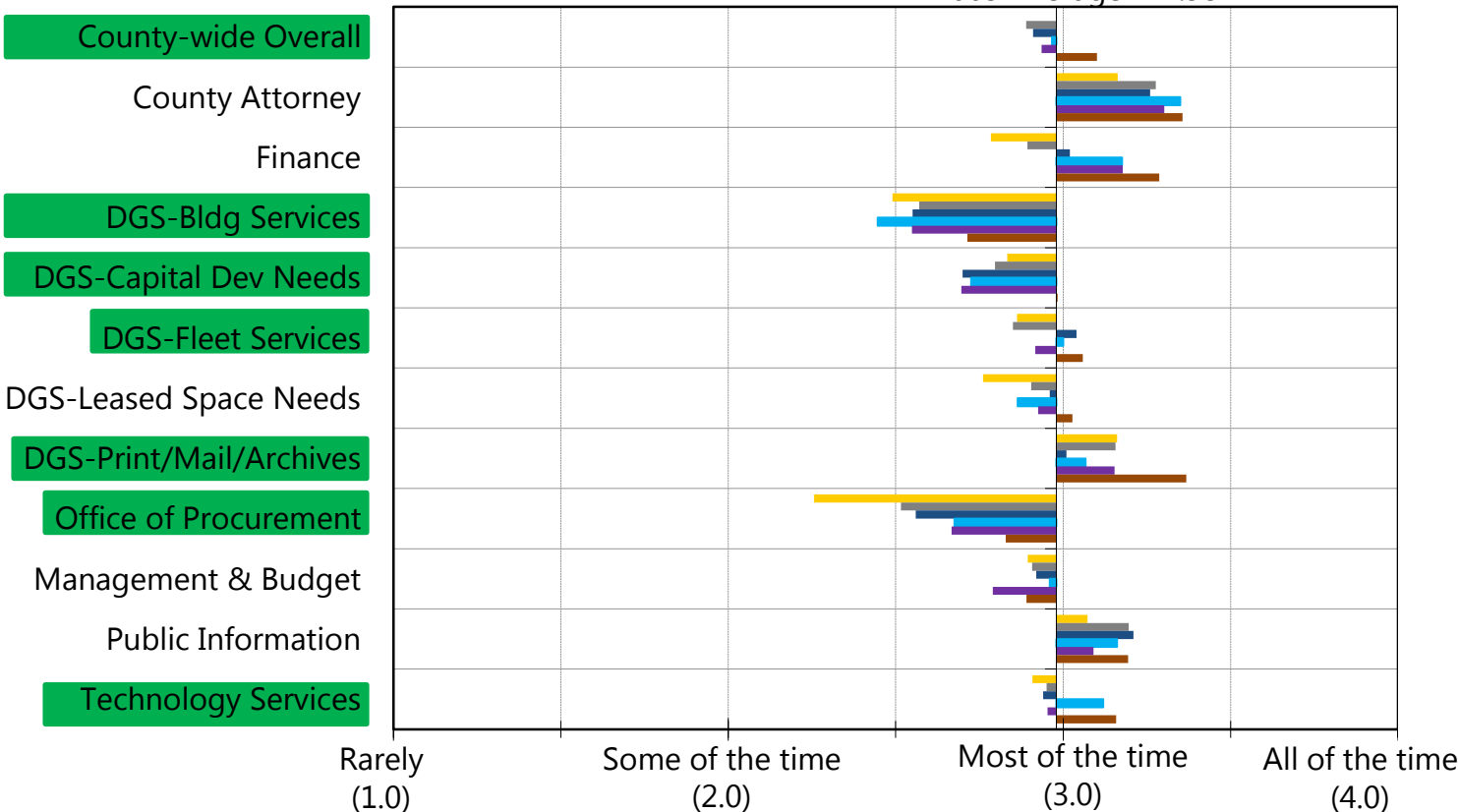
Full Question:
Rate how often you were satisfied with the responsiveness of the Department staff.

County-wide Overall Avg.	
2010	2.98
2011	2.89
2012	2.91
2013	2.97
2014	2.94
2015	3.10

Department showed statistically significant increase from 2014

Department showed statistically significant decline from 2014

100

2009 Average = 2.98

Chart categories (y-axis):
- County-wide Overall
- Human Resources (2010-2012)
- HR-Benefits
- HR-Records Management
- HR-EEO & Diversity
- HR-Labor/Employee Relations
- HR-Occupational Medical Services
- HR-Recruitment & Selection
- HR-Classification & Compensation
- HR-Training & Org Dev

x-axis:
Rarely (1.0) — Some of the time (2.0) — Most of the time (3.0) — All of the time (4.0)

Full Question:
Rate how often you were satisfied with the responsiveness of the Department staff.

County-wide Overall Avg.

Year	Avg.
2010	2.98
2011	2.89
2012	2.91
2013	2.97
2014	2.94
2015	3.10

Legend:
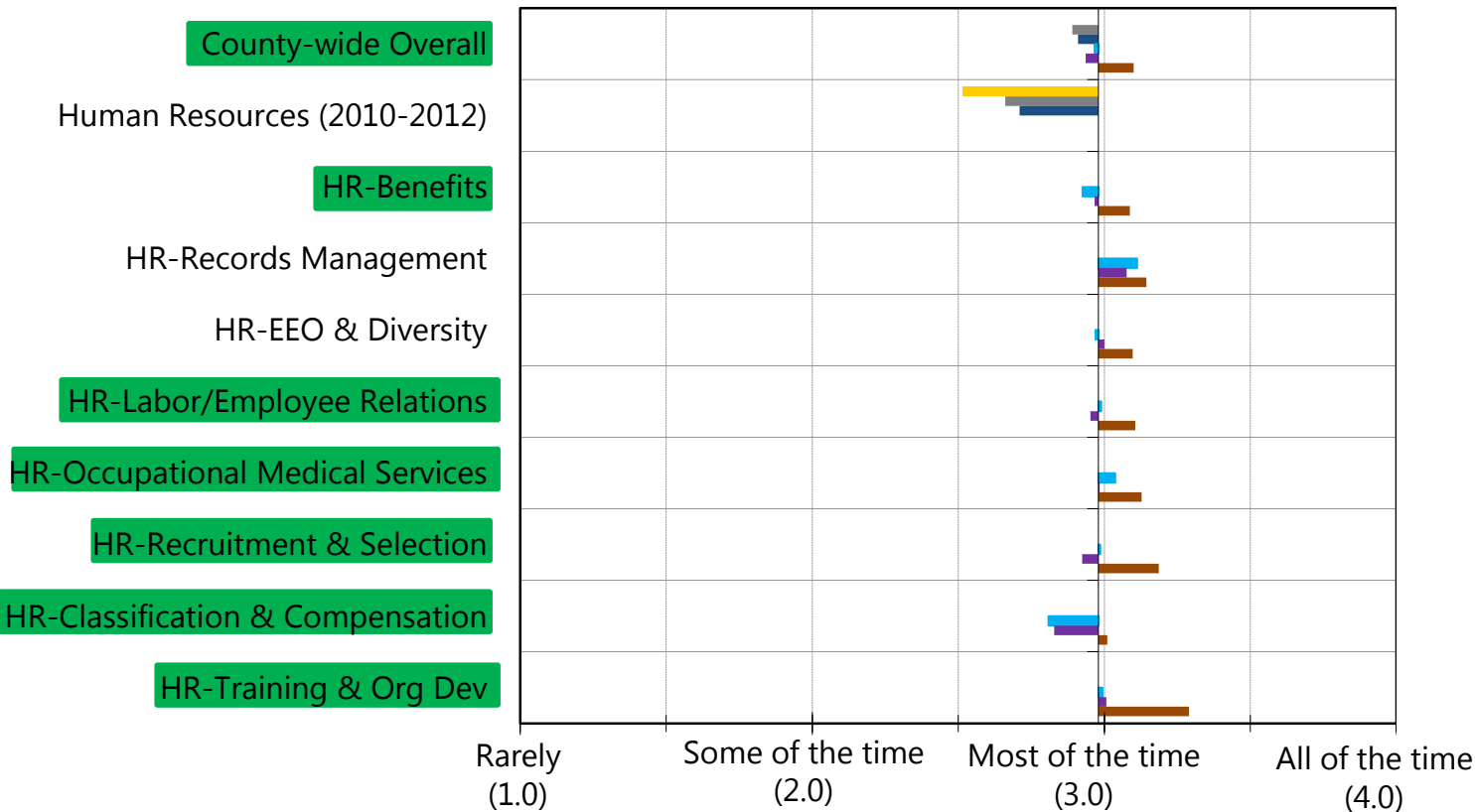- Department showed statistically significant increase from 2014 (green)
- Department showed statistically significant decline from 2014 (red)

101

2009 Average = 2.98

Categories (top to bottom):
- County-wide Overall
- County Attorney
- Finance
- DGS-Bldg Services
- DGS-Capital Dev Needs
- DGS-Fleet Services
- DGS-Leased Space Needs
- DGS-Print/Mail/Archives
- Office of Procurement
- Management & Budget
- Public Information
- Technology Services

X-axis:
- Rarely (1.0)
- Some of the time (2.0)
- Most of the time (3.0)
- All of the time (4.0)

Legend:
- Department showed statistically significant increase from 2014 (green)
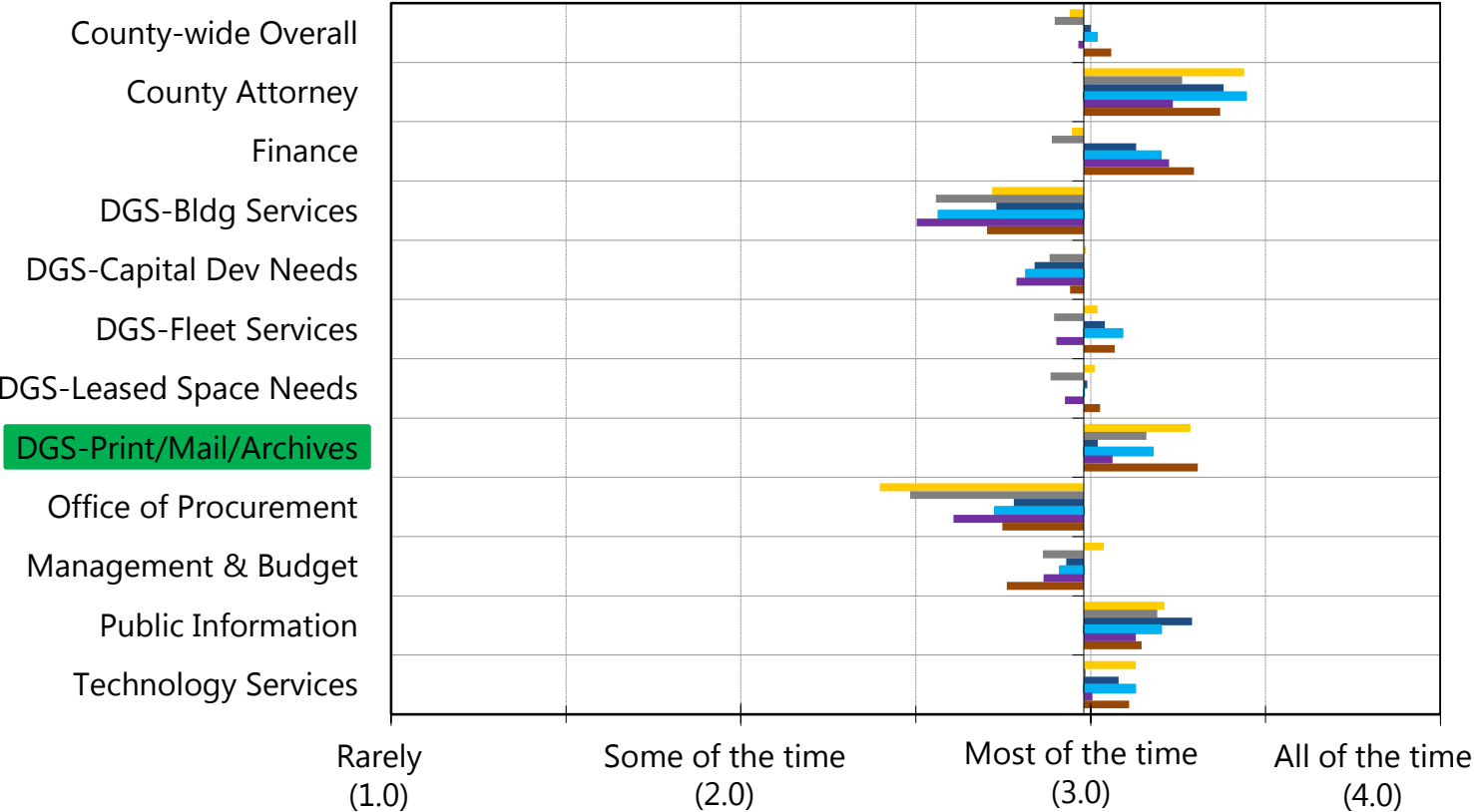- Department showed statistically significant decline from 2014 (red)

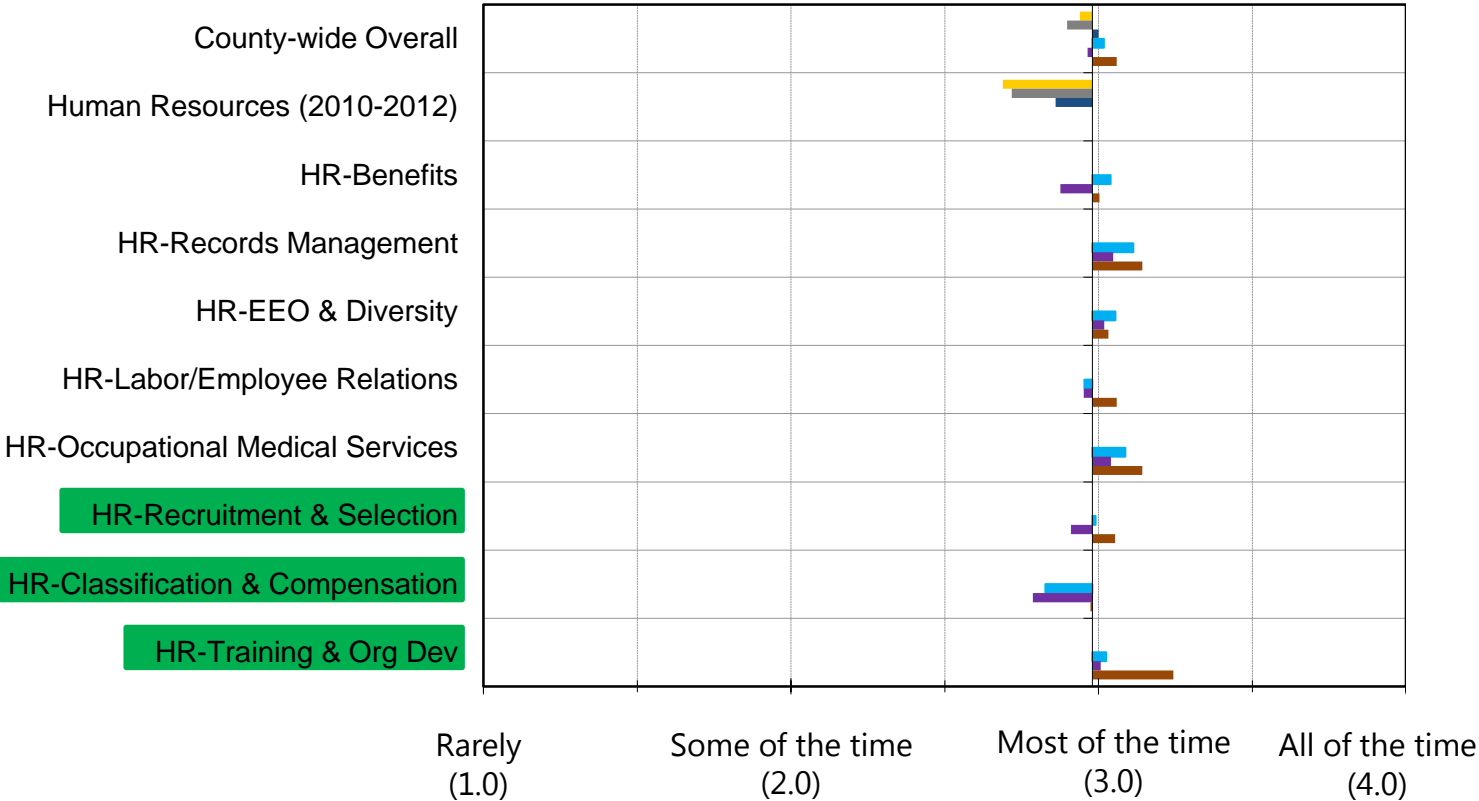**Full Question:**
Rate your overall satisfaction with the process(es) the Department uses to address your needs or requirements.

County-wide Overall Avg.	
2010	2.94
2011	2.90
2012	3.00
2013	3.02
2014	2.96
2015	3.06

Full Question:
Rate your overall satisfaction with the process(es) the Department uses to address your needs or requirements.

2009 Average = 2.98

County-wide Overall Avg.	
2010	2.94
2011	2.90
2012	3.00
2013	3.02
2014	2.96
2015	3.06

Categories (top to bottom):
- County-wide Overall
- Human Resources (2010-2012)
- HR-Benefits
- HR-Records Management
- HR-EEO & Diversity
- HR-Labor/Employee Relations
- HR-Occupational Medical Services
- HR-Recruitment & Selection
- HR-Classification & Compensation
- HR-Training & Org Dev

X-axis: Rarely (1.0), Some of the time (2.0), Most of the time (3.0), All of the time (4.0)

Legend:
- Department showed statistically significant increase from 2014
- Department showed statistically significant decline from 2014

Appendix:
Survey Metadata

Survey Comparisons – 2013, 2014, and 2015

	2013	2014	2015
Number of Survey Recipients	475	495	481
Number of Responses	299	258	247
Response Rate	63%	52%	51%
Dates Open	11/25 – 12/23	11/18 – 12/08	11/18 - 12/11
Number of Questions	13	6	6
Median Amount of Time to Complete Survey	16 minutes	11 minutes	10 minutes
% of Respondents Spending >30 Minutes on Survey	22%	13%	11%

After adjusting the survey in 2014, there were minimal differences in 2015 around the response rate and time to complete the survey.

2015 Survey Response Rates by Department

Department	Response Rate (%)	Change from 2014	
REC*	100%	⬆	56%
BOE**	150%	➡	0%
MCERP	100%	➡	0%
OCP	100%	➡	0%
OCA	100%	⬆	13%
OEMHS	100%	⬆	50%
DED	83%	⬆	40%
CUPF	80%	⬆	13%
OMB	80%	⬆	13%
MCFRS	77%	⬆	48%
CEC	75%	⬇	-8%
DPS	65%	⬇	-9%
DGS	63%	⬇	-2%
DLC	63%	⬆	13%
FIN	61%	⬇	-7%

Department	Response Rate (%)	Change from 2014	
OHR	58%	⬇	-42%
DTS	56%	⬇	-10%
CEX	53%	⬆	9%
HRC	50%	➡	0%
PIO	50%	⬆	10%
HHS	47%	⬇	-7%
DHCA	38%	⬇	-7%
MCPD	36%	⬆	4%
DEP	36%	⬇	-11%
DOT	35%	⬇	0%
IGR	33%	⬇	-33%
LIB	31%	⬇	-36%
CCL	17%	⬇	-25%
DOCR	13%	⬇	-50%
ECM	0%	⬇	-100%

The response rate for the 2015 survey was **51%** (247 responses out of 481 total managers). The response rate was on par with 2014 (52%), but well below the 2013 response rate of 2013 (63%).

*Recreation forwarded the survey link to managers outside of the MLS rank. To adjust for oversampling, CountyStat weighted all REC scores down to a 100% response rate of 9 respondents.
**3 survey respondents marked their home department as BOE, but only two BOE employees received the survey. The response rate and scores from BOE were not adjusted.

Time to Complete Survey
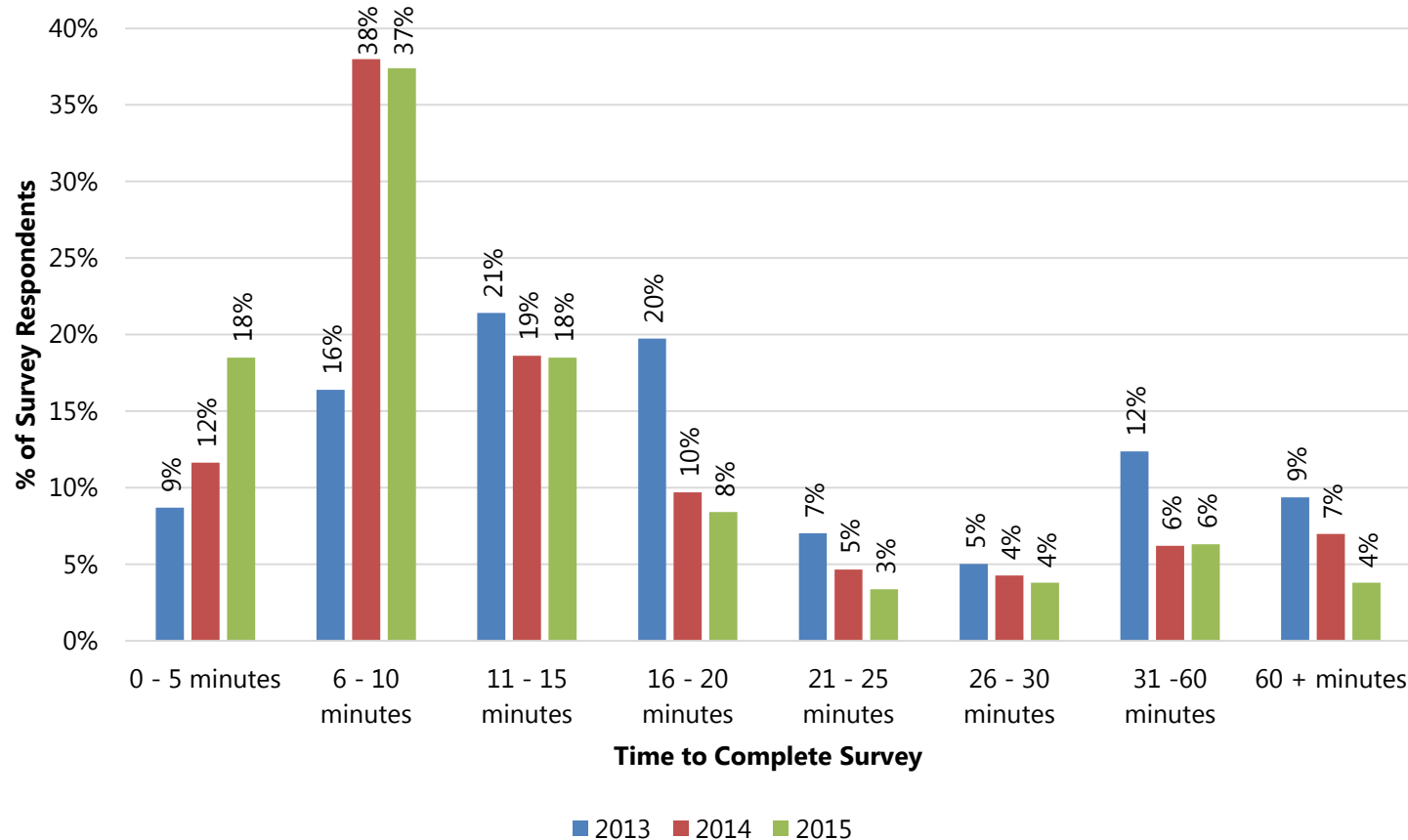
18% of survey respondents completed the survey in under 6 minutes in 2015 as compared to 12% in 2014. There were also fewer respondents (4% compared to 7%) taking over a hour to complete the survey in 2015. The median time to complete the survey was lowered by one minute from 2014 to 2015.

Note: SurveyMonkey only notes the time the survey was started to the time it was completed. If a respondent returned to the survey at a later date, the entire timeframe is captured in the data shown above.

2014 and 2015 Response Rate by Question
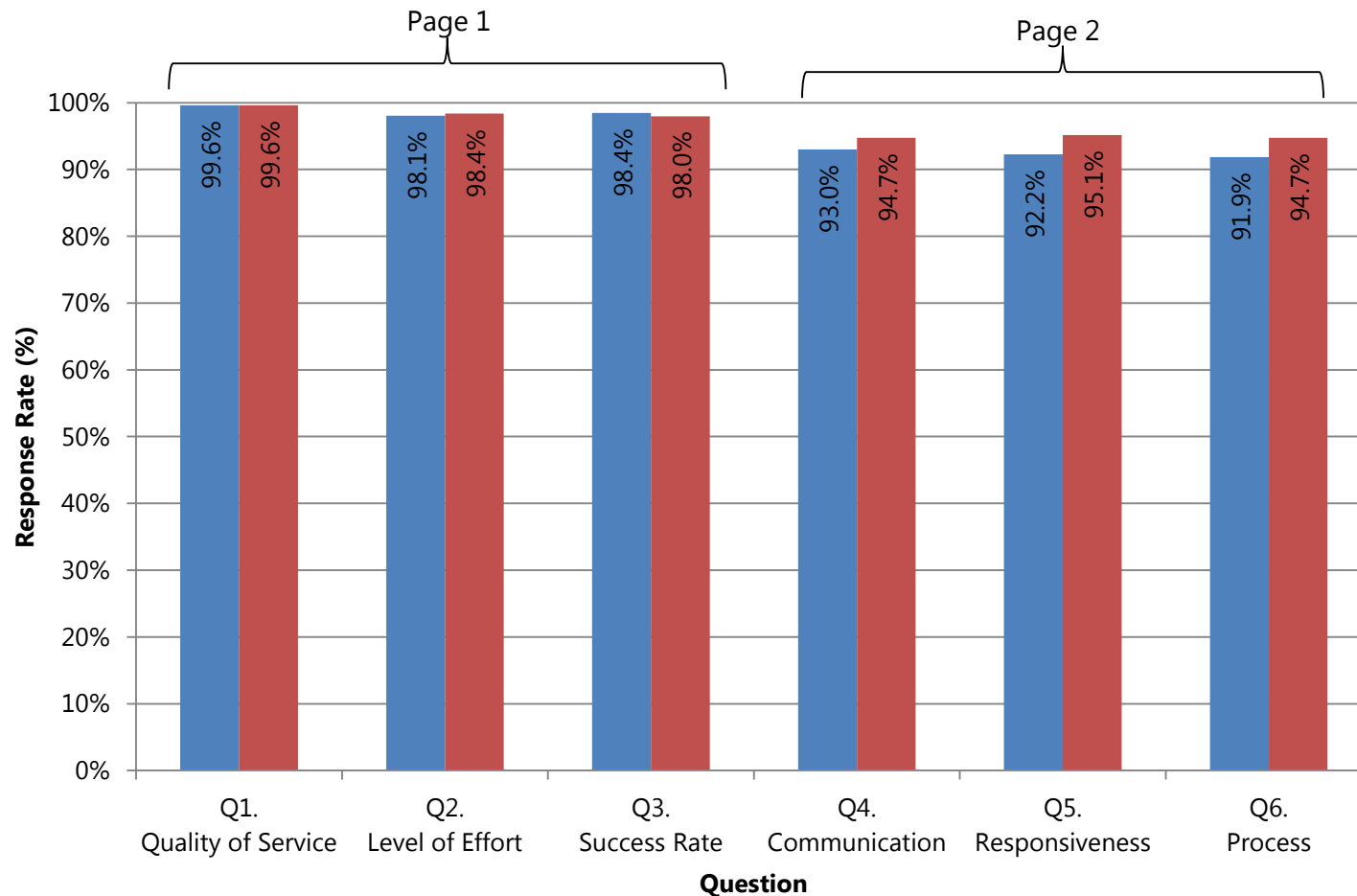
The response rate for page 2 questions was up from 2014 to 2015. A potential reason behind this improvement was due to the removal of the "Exit Survey" button on the top of the survey forcing survey recipients to scroll to the bottom and see that there was a second page to complete.